

CITY OF SHREVEPORT

A Great Place to Call Home



STRATEGIC PLAN
2015-2018

OLLIE S. TYLER, MAYOR



To the People of the Shreveport Community,

As promised, I am pleased to present the four-year Strategic Plan for the City of Shreveport. I have been and am continually committed to a vision for the city of exceptional and transparent government services that enhance and promote a great quality of life for all to enjoy.

The purpose of this strategic plan is to internally provide a level of expectation and accountability, in keeping the city on track to achieving our vision, mission, and priorities. Externally, it provides the community hope and affirmation that services will be executed at a high level and planning for future improvements is an on-going and continuous process with my administration.

This comprehensive plan lays the framework and guiding roadmap from which we will proactively build our city into the future. It was developed through a collaborative process that involved all areas of city operational services and community engagement seeking a proactive approach to not only meeting expectations of citizens and visitors but exceeding them

I have called upon the Executive Staff to take a servant leadership approach in addressing the challenges of this city with a course of action that will maximize our organization's operational effectiveness and fiscal efficiency well into the future.

This plan is being executed with a sense of urgency, responsibility, and passion to meet the demands of our stakeholders, citizens, businesses, visitors, and regional partners. I am excited about the future of Shreveport and I will continue to use each day to rally this city to be *"A Great Place to Call Home."*



Photo by Neil Johnson Photography



Ollie S. Tyler, Mayor

To the People of the Shreveport Community,

An important task of local government is to build a bridge to connect the elements that have brought the city its current successes, with the planning, commitment and resources needed to ensure future growth, improvement, and sustainability. As chairman of the City Council, I embrace this strategic plan. It is a critical step in our efforts to improve performance and to reach the results that citizens expect and deserve. The City Council is committed to providing the leadership that will support this plan, and we will work to combat challenges to its success.

The city has provided resources, such as the 2011 General Obligation Bond, to finance many of our infrastructure challenges, but we still have many unmet needs and limited resources. Despite the current environment, the strategic plan provides a blueprint for the city to assess, develop and take the necessary actions to address these needs, as well as the concerns of the community.

We thank Mayor Tyler and her leadership team for being proactive. We will work with the administration to advance this strategic plan and to help this city to realize its full potential. We solicit the continued support of citizens in these efforts, so that we can improve the quality of life for those who work in, travel to and especially for those who live in Shreveport. This improved quality of life is the ultimate goal for all who call and look to call Shreveport home.



Photo by Michael Reagan Photography

A handwritten signature in black ink that reads "Jeff Everson". The signature is fluid and cursive, with a long horizontal stroke at the end.

Jeff Everson, City Councilman District B

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I. Mayor's Vision, Mission, and Core Values

Vision

Shreveport will be a thriving city where every citizen is afforded a safe environment, economic opportunity, education and training and a great quality of life.

Mission

Shreveport City Government strives to build a thriving city through community collaboration and citizen participation, to create sustainable growth that allows Shreveport to increase its global competitiveness, and to maintain a stimulating environment for residents and visitors.

Core Values

SERVANT LEADERSHIP: We practice leadership that serves and empowers others to succeed and be their very best through developing relationships and providing necessary assistance. We will consistently ask, "How may we help you?"

TEAMWORK: We will work together with local municipalities, citizens and community partners to maximize our knowledge, skills, and abilities for the greater good of creating positive outcomes and shared successes.

INTEGRITY: We always model ethical behavior of honesty, transparency and good moral character in all we say and do.

EXCELLENCE: We commit to excellence in the delivery of our customer programs, execution of daily operations and sound financial management.

INNOVATION: We are never satisfied with the status-quo and continuously strive to make things better through the support and encouragement of new ideas - not just for success of today, but for success of future generations.

PROFESSIONALISM: We will maintain a highly qualified and skilled workforce that takes pride in their appearance, language and behavior in the delivery of exceptional citizen services.

II. Executive Summary

Introduction

Mayor Tyler's vision for Shreveport is a thriving city where every citizen is afforded a safe environment, economic opportunity, education and training, and a great quality of life. Throughout her campaign, she communicated this vision and entered the office with the drive to exceed the expectations of the community and to provide services at a greater level than the tax dollars used to pay for them.

Shreveport has tremendous strengths and opportunities for its citizens, families, businesses and those looking to call it home. Since taking office, Mayor Tyler has set a new culture of "action" and "sense of urgency" into motion to take advantage of those strengths and to explore and support opportunities that will improve the overall quality of life. Putting a strategic plan in place to keep the organization on task and in-line with this new direction was one of her first priorities.

Months of intense planning and communication at every level of the organization occurred with the overall servant leadership philosophy and a "citizens come first" mentality at the forefront of every decision. A number of strategic planning meetings and activities were held with the intent of sparking innovation, engaging in debate, and reaching consensus on the steps necessary for the city to move forward. In addition, management has included professional standards and best practices throughout the strategic plan.

The team was made up of 14 departments that included executive staff, strategic planning coordinators, and sub-groups within each department. In formulating their contributions to the plan, departments were engaged in open and honest conversations and analysis about strengths, weaknesses, opportunities and challenges in achieving their goals and supporting the vision.

Objective

It is a priority of this administration to deliver high quality services in a manner that is both operationally effective and fiscally efficient.

The 2015-2018 Strategic Plan achieves the following objectives:

- Aligns the activities of the organization with the vision of the city
- Provides a tool to communicate, measure, and track the city's achievement of its goals
- Brings awareness to the public of what the organization will be doing over the next four years
- Increases the level of customer service throughout the city

This document communicates a four-year strategy that will be implemented and tracked with a sense of urgency. The plan takes on the philosophy of servant leadership and accountability based upon results. The strategic plan will drive the city toward our vision and ensure that Shreveport is truly ***"A Great Place to Call Home."***

The Plan Contents

The sections of the document outline the vision, goals, metrics and activities for each department. The vision defines the optimal state of the organization. The goals describe what needs to be in place to reach the vision. Each goal has four-year metrics to be achieved by 2019. The metrics quantify how the city will measure and track the achievement of each goal. Lastly, each goal has activities that will be completed this year as well as over the next four years. Metrics will be tracked annually and reported to the public.

Conclusion

The stability and sustainability of Shreveport relies on clear planning and commitment. Furthermore, the contribution of the community and employees is the city's most valuable resource. Over the next four years, citizens should expect to see an improvement in their city government, full transparency and a high level of commitment to excellence. Throughout the next four years, Mayor Tyler and her team will work diligently to meet the needs of Shreveport residents, stakeholders, businesses, visitors and regional partners. The city is most optimistic and eager to move forward during these exciting times.

III. City Goals

1. Enhance current opportunities and initiate new strategies for a safe, inviting and friendly city.
2. Promote and enhance a diverse and resilient economy through support of business retention and development.
3. Create a positive environment that supports a visible and affordable high quality of life for citizens to work, live and play through support of infrastructure assets, citywide beautification efforts, community activities and civic engagement.
4. Support and partner with educational institutions to aid in the development of an exceptional, skillful and talented workforce.
5. Protect and sustain transparent, engaging and high quality governance and fiscal responsibility.
6. Create a work environment and culture where City employees are valued, empowered to succeed, and compensated fairly and reasonably.

IV. City Profile

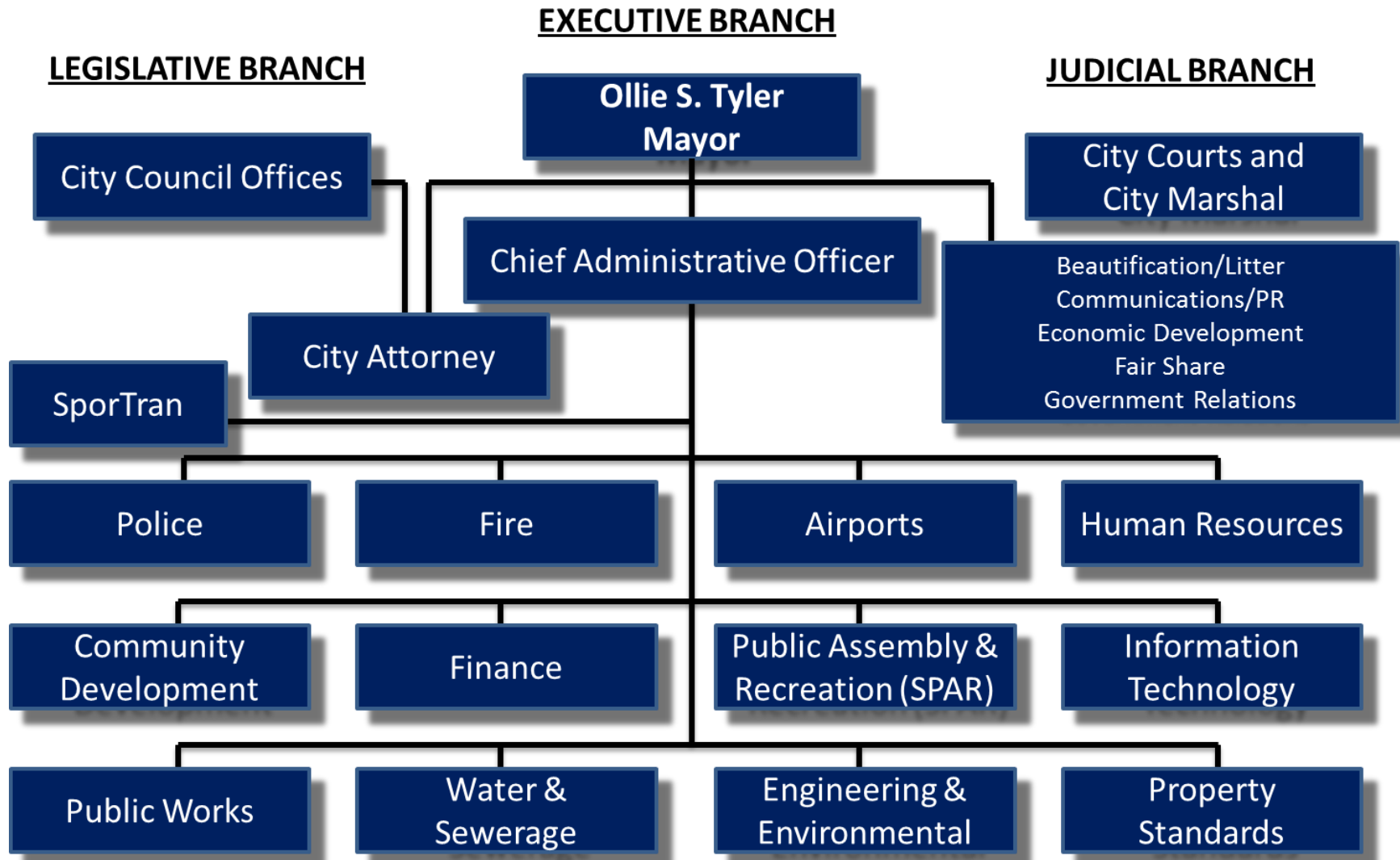
- Land Area: 123 square miles
- Persons per square mile: 1,641
- Population: 201,867
- Number of Households: 78,053
- Persons per Household: 2.51
- Housing Units: 88,253
- Median Household Income: \$38,633
- Median Home Price: \$123,000
- Homeownership Rate: 56.5%
- Workforce: 87,760
- Per Capita Income: \$23,995
- Employment of the top 10 principal employers within the MSA: 46,833
- Retail Sales Per Capita: \$16,293
- City Organization
 - Approximately 2,700 employees
 - \$461,799,117 Operating Budget
 - \$502,200,366 Capital Improvements Budget

V. Environmental Scan

Incorporated in 1839, the city of Shreveport is conveniently positioned for economic impact and exponential growth.

- Located at the intersection of interstate highways I-20 and I-49
- Located along the west bank of the Red River, which serves one of the fastest growing and most accessible inland ports in the nation
- Located in close proximity to other major cities
 - 160 miles east of Dallas, TX
 - 212 miles southwest of Little Rock, AK
 - 220 miles west of Jackson, MS
 - 340 miles northwest of New Orleans, LA
- The second largest tourism destination in Louisiana, second to New Orleans
- The 110th largest city in the United States
- The largest city within the Shreveport-Bossier metropolitan statistical area
- The largest city and central hub of the Ark-La-Tex tri-state region
- Geographically centered within the Shreveport/Bossier MSA
 - Covers an area of 46,500 square miles
 - Consists of a population of 1,043,570
- Regional air service provides access to 4 hub airports and 2 non-stop destinations

VI. City Organizational Chart



VII. Departmental and Program Overview

Airports, Municipal – Shreveport Airport Authority governs the Regional and Downtown Municipal Airports, providing commercial air and general aviation transportation.

Communications/Public Relations – Manages the communications and public relations on behalf of the Mayor and City of Shreveport to the citizens.

Community Development – Utilizes federal, state and local funding for the administration of programs to improve the quality of life for low-to-moderate income persons and distressed neighborhoods.

Economic Development – Facilitates an environment that attracts investment, increases the tax base, creates new job opportunities and enhances the quality of life.

Engineering and Environmental Services Department – Manages design and construction activities on city infrastructure and monitors private development compliance with city standards; handles property management, geographical information, flood plain management and environmental matters affecting the city.

Fair Share – Provides small, minority and women-owned businesses the opportunity to compete in the free enterprise system that has been impaired due to diminished capital and credit opportunities as compared to others in similar scopes of work.

Finance – Provides the city with centralized accounting, purchasing, revenue collection and risk management; manages the city's short-term cash, records and provides support to the city's fiduciary funds.

Fire – Provides emergency and non-emergency fire protection and prevention and emergency medical response services; provides response to hazardous materials, arson, explosives and aircraft rescue.

Human Resources – Recruits and trains city personnel, manages the classification system, develops and implements policies and procedures and monitors compliance with employment laws.

Information Technology – Operates and manages the city’s computing activities, networks, internet and intranet, software, telecommunications and cable networks; provides central document reproduction services and business recovery coordination.

Legal (City Attorney’s Office) – Provides legal counsel to the Mayor, City Council and all departments, agencies, boards and commissions of city government; handles all legal matters pertaining to the city and handles all criminal prosecution in City Court.

Police – Provides law enforcement and the maintenance of order within the city; protects life and property using enforcement, community involvement, and special tactics, operations and programs to address specific crime problems.

Property Standards – Facilitates the removal of blight throughout the city through programs for demolition, securing structures, weed abatement, care of premises and non-operative vehicles.

Public Works – Maintains the city’s streets, drainage, traffic signals and non-public safety fleet of the city; manages permits, inspections, solid waste and recycling collection within the city.

Shreveport Area Transit System (SporTran) – Provides transit services throughout the city.

Shreveport Public Assembly and Recreation (SPAR) – Facilitates and provides citizens and visitors with a variety of leisure activities, public facilities, events, athletics and leisure services; maintains the buildings, grounds and housekeeping of city property; provides architectural review for city projects.

Water and Sewer – Operates complex systems that provide for the distribution of safe drinking water and collection and treatment of wastewater for residential, commercial, industrial and fire protection purposes.

VIII. Department and Program Vision, Goals, and Metrics



Airport, Municipal

Vision: Provide a safe and secure aviation/multimodal transportation system that is financially self-sustaining, an economic catalyst for the region and an organization that is efficient and customer-focused.

Department Goal

- 1) Create an airport system that provides growth opportunities for both aeronautical and non-aeronautical users

Department Metric (achieved by 2019)

- a) Receive 100% federal entitlement grants
- b) Receive annual revenue of \$500,000 above expenses
- c) Decrease cost per enplaned passenger by 50-cents per passenger, to approximately \$7.50 national average for similar airports
- d) Increase passenger traffic at SHV by 2% each year, to a cumulative 8%

Note: Specific goal activities can be found in Appendix A; Metrics contain four-year targets unless otherwise stated

Airport, Municipal (continued)

Vision: Provide a safe and secure aviation/multimodal transportation system that is financially self-sustaining, an economic catalyst for the region and an organization that is efficient and customer-focused

Department Goal

2) Develop infrastructure to support growth at DTN and SHV so that each is the primary airport in the region

Department Metric (achieved by 2019)

- a) Receive \$500,000 annual funding for the Ark-La-Tex Regional Air Service Alliance (subject to voter approval)
- b) Complete all eight taxiway/runway rehabilitation projects
- c) Complete at least two taxiway extensions or relocations
- d) Complete the cultural, geotechnical, and wetlands surveys to certify AeroPark Industrial Parks for economic development marketing efforts by the first quarter of 2016
- e) Complete renovations at ExpressJet facility

Note: Specific goal activities can be found in Appendix A; Metrics contain four-year targets unless otherwise stated

Airport, Municipal (continued)

Vision: Provide a safe and secure aviation/multimodal transportation system that is financially self-sustaining, an economic catalyst for the region and an organization that is efficient and customer-focused

Department Goal

Department Metric (achieved by 2019)

3) Ensure high-quality customer service through training and increased focus on employee development, job specifications and succession planning

- a) Decrease employee annual turnover to no more than 10% per year
- b) Decrease job vacancies for funded positions to 5% or less by 2017
- c) Decrease overtime pay each year to a 50% cumulative reduction
- d) Increase percentage of retained employees by 25% each year

Note: Specific goal activities can be found in Appendix A; Metrics contain four-year targets unless otherwise stated

Beautification and Litter Abatement

*Although not a department of the city, one of Mayor Tyler's major initiatives is to clean up the city through a beautification and litter abatement initiative called "**Don't Be Trashy, Keep it Classy...Shreveport is Home.**" Because a clean and attractive city is a key element in presenting a high quality of life environment for our residents and existing businesses, it is also a critical component in attracting new families and economic development opportunities to our community. The Mayor has deployed this initiative with the intent that it become on-going and self-sustaining. This will require adequate funding to facilitate city efforts, but more importantly, it will depend upon an engaged and empowered community to take a stand and be active in the elimination of blight through volunteer clean-up efforts and individual commitment to not litter.*

Vision: Establish and implement a sustaining plan to increase the quality of life in our community by making Shreveport more beautiful, cleaner, and inviting to our residents, businesses, and guests.

Department Goal

- 1) Organize and establish a sustained plan to increase the quality of life in our community by making Shreveport more beautiful, cleaner, and inviting to our residents and guests

Department Metric (achieved by 2019)

- a) Decrease complaints related to littered and unkept areas of the community by 10% each year
- b) Increase beautification participation through individual and groups efforts by 30%
- c) Increase citizen favorability rating by 10% each year utilizing online survey

Note: Specific goal activities can be found in Appendix B; Metrics contain four-year targets unless otherwise stated

Communications/Public Relations

Vision: Manage the public relations and communications on behalf of the Mayor and City of Shreveport to build and sustain the city's reputation of providing timely, responsive and accurate information for the public benefit.

Department Goal

- 1) Develop an overall City of Shreveport public relations strategy for keeping the community informed and aware of city programs, service, and opportunities for assistance

Department Metric (achieved by 2019)

- a) Track the community outreach, establish a baseline, and increase by 5-10% per year
- b) Assess overall website use by department and increase updates to a minimum of 52 each year

Note: Specific goal activities can be found in Appendix C; Metrics contain four-year targets unless otherwise stated

Communications/Public Relations (continued)

Vision: Manage the public relations and communications on behalf of the Mayor and City of Shreveport to build and sustain the city's reputation of providing timely, responsive and accurate information for the public benefit.

Department Goal

Department Metric (achieved by 2019)

2) Foster better community relations by developing effective partnerships and outreach opportunities

- a) Produce 150 posts annually on social media
- b) Generate 20% engagement responses the first year and increase by 5 % each year
- c) Increase customer service satisfaction regarding outreach by 10% per year from the baseline established by survey

3) Conduct continuous environmental scanning to provide relevant and current information on events and government matters that are important to the community's quality of life

- a) Increase positive government perception by staying abreast of current events that affect and are important to the public by 5% increase each year from an established baseline
- b) Produce and distribute a minimum of 5,000 copies of annual marketing booklets for public use

Note: Specific goal activities can be found in Appendix C; Metrics contain four-year targets unless otherwise stated

Community Development

Vision: Build a healthy and sustainable community where all citizens have access to economic development opportunities and a high quality of life.

Department Goal

Department Metric (achieved by 2019)

1) Expand the supply and diversity of affordable workforce housing options

- a) Create 500 new housing types and units
- b) Increase tax-base and economic impact by 5% annually, to a 20% cumulative increase
- c) Improve property values by 20% in neighborhoods targeted for housing and redevelopment

2) Increase economic stability and the creation of wealth for businesses and individuals

- a) Assist in facilitating 20 struggling, small businesses in the food preparation and culinary industry within an area labeled a 'food desert'
- b) Increase employers, job seekers and mandatory partner participation at the Caddo Business and Career Solution Center by 20%
- c) Increase in the number of individuals trained for specific jobs and hired in those positions by 25%

Note: Specific goal activities can be found in Appendix D; Metrics contain four-year targets unless otherwise stated

Community Development (continued)

Vision: Build a healthy and sustainable community where all citizens have access to economic development opportunities and a high quality of life.

Department Goal

Department Metric (achieved by 2019)

3) Address and prevent episodes of chronic homelessness

- a) Increase housing and other support programs for victims of domestic violence by 25%
- b) Decrease the number of homeless individuals and families by 20%

4) Protect, enhance, and preserve structures of special character, special architectural and/or historic interest

- a) Increase the number of heritage tourism by 35%
- b) Create 25 direct, indirect, or construction stimulated jobs
- c) Decrease the number of vacant, deteriorated, and significant historic structures demolished by 20%

Note: Specific goal activities can be found in Appendix D; Metrics contain four-year targets unless otherwise stated

Community Development (continued)

Vision: Build a healthy and sustainable community where all citizens have access to economic development opportunities and a high quality of life.

Department Goal

Department Metric (achieved by 2019)

5) Preserve and improve the physical, social, and health conditions of low-income neighborhoods

- a) Increase in the number of participants engaging in health and well-being activities by 5% annually, to a 20% cumulative increase
- b) Complete 20 façade improvements and annual blight removal
- c) Create 150 jobs through construction, or direct and indirect job creation

6) Improve internal efficiency, customer service and financial stability

- a) Improve customer service, organizational effectiveness, service delivery processes and functionality by 40%
- b) Increase sustained funding and revenue growth for program activities and operations by 20%

Note: Specific goal activities can be found in Appendix D; Metrics contain four-year targets unless otherwise stated

Economic Development

Vision: Foster and develop an environment that will sustain and attract investment, increase the tax base, create new job opportunities and enhance quality of life.

Department Goal

1) Attract diverse job opportunities to strengthen employment and create a thriving economy

Department Metric (achieved by 2019)

- a) Attend one or more marketing events and/or trade shows each year to market the city and develop potential leads
- b) Place two ads per year in major publications/trade journals
- c) Partner with LED, Shreveport Chamber of Commerce and NLEP to attend two or more conferences each year to meet with consultants, market the city, and develop relationships and potential leads

Note: Specific goal activities can be found in Appendix E; Metrics contain four-year targets unless otherwise stated

Economic Development (continued)

Vision: Foster and develop an environment that will sustain and attract investment, increase the tax base, create new job opportunities and enhance quality of life.

Department Goal

Department Metric (achieved by 2019)

2) Promote and support existing business and industry

- a) Meet with 25-30 existing companies each year
- b) Complete one or more annual workshops on incentives/training programs
- c) Decrease the number of business closures annually

Note: Specific goal activities can be found in Appendix E; Metrics contain four-year targets unless otherwise stated

Economic Development (continued)

Vision: Foster and develop an environment that will sustain and attract investment, increase the tax base, create new job opportunities and enhance quality of life.

Department Goal

Department Metric (achieved by 2019)

3) Actively recruit new business development opportunities, responding to RFP's and informational requests and prepare incentive packages

- a) Represent the City of Shreveport at five business site visits annually
- b) Meet annually with two or more major employers seeking to relocate to Shreveport

Note: Specific goal activities can be found in Appendix E; Metrics contain four-year targets unless otherwise stated

Engineering and Environmental Services

Vision: Provide professional engineering, property management and environmental support and guidance for all city operations, for the greater good of city residents, consistent with the goals of the Shreveport-Caddo 2030 Master Plan.

Department Goal

- 1) Develop, plan and ensure sufficient design, construction and repair of city-owned and private infrastructure (streets, drainage and water and sewerage systems)

Department Metric (achieved by 2019)

- a) Increase the number of subdivisions developed using new design standards by 10% each year, to a 70% cumulative increase
- b) Increase the number of capital projects tracked or managed through CityWorks system by 10% or more each year, to a 100% cumulative increase
- c) Increase geographic areas studied under the new drainage management plan by 10% each year, to a 50% cumulative increase
- d) Increase the completion of 2011 GOB Proposition One (Water and Sewerage) by 30% per year, and GOB Proposition Three (Streets and Drainage) by 43% per year

Note: Specific goal activities can be found in Appendix F; Metrics contain four-year targets unless otherwise stated

Engineering and Environmental Services (continued)

Vision: Provide professional engineering, property management and environmental support and guidance for all city operations, for the greater good of city residents, consistent with the goals of the Shreveport-Caddo 2030 Master Plan.

Department Goal

Department Metric (achieved by 2019)

2) Facilitate/promote environmental compliance and stewardship in city operations as well as with private and corporate citizens in general

- a) Decrease average bacteria and nutrient concentration in Cross Lake water quality by 10%
- b) Maintain the current ozone design value below 70 ppb for 2015 and decrease by 5%
- c) Increase the number of annual environmental inspections by 20%

3) Optimize the city's management systems for GIS, property management, annexations and public information for better predicting future city needs

- a) Increase the percentage of adjudicated properties returned to tax rolls by 10% per year, to a 50% cumulative increase
- b) Increase utilization of GIS by public and private sectors by 10% per year, to a 50% cumulative increase
- c) Increase area of annexations under new and improved annexation procedures/policies to 10 % per year, to a 60% cumulative increase

Note: Specific goal activities can be found in Appendix F; Metrics contain four-year targets unless otherwise stated

Fair Share

Vision: Provide and ensure contracting/purchasing opportunities for small, minority and women-owned businesses.

Department Goal

Department Metric (achieved by 2019)

1) Expand Fair Share clients' capabilities and capacity

- a) Increase Fair Share program participants by 40%
- b) Increase the use of mergers, acquisitions and strategic partnerships within the program to demonstrate growth at 5%-10% annually
- c) Increase opportunities for the S/MBE and WBE business owners by 20%

2) Develop ambitious targets for the inclusion of S/MBE and WBE businesses

- a) Increase support to the departments to ensure increased Fair Share participation over current benchmarks by 5% - 10% annually
- b) Increase information distributed to S/MBE and WBE participants by one to two times monthly

Note: Specific goal activities can be found in Appendix G; Metrics contain four-year targets unless otherwise stated

Fair Share (continued)

Vision: Provide and ensure contracting/purchasing opportunities for small, minority and women owned businesses.

Department Goal

Department Metric (achieved by 2019)

3) Create a “One Stop Shop” to unify S/MBE and WBE outreach efforts

- a) Conduct two workshops each year to educate Fair Share participants on the city’s bid process
- b) Increase the use of small business purchases by 50%

4) Increase access to financial resources for Fair Share clients through the use of lending partnerships

- a) Increase S/MBE and WBE applicants for Economic Development Incentive Loans by 5% annually
- b) Increase financial assistance to S/MBE and WBE owners by 5% per year over current benchmarks

Note: Specific goal activities can be found in Appendix G; Metrics contain four-year targets unless otherwise stated

Finance

Vision: Provide accurate and timely financial information to enable departments to better manage and protect public resources while offering more efficient services to citizens.

Department Goal

Department Metric (achieved by 2019)

1) Create strategies and fiscal accountability in stabilizing the city's fund balance, unfunded liabilities, other post-employment benefits and healthcare costs

- a) Increase solvency for audited unfunded liabilities by 4%
- b) Increase the funding of unfunded liabilities by 12% from the established baseline
- c) Stabilize health care costs to increase no greater than the rate of inflation of the previous year
- d) Increase General Fund Reserves to at least 7% of expenditures

2) Enhance internal financial efficiencies through technology

- a) Provide 95% of requested reports within 24 hours
- b) Increase e-serve registration to 50% usage by current vendors
- c) Increase e-serve registration to 90% usage by new vendors

Note: Specific goal activities can be found in Appendix H; Metrics contain four-year targets unless otherwise stated

Finance (continued)

Vision: Provide accurate and timely financial information to enable departments to better manage and protect public resources while offering more efficient services to citizens.

Department Goal

Department Metric (achieved by 2019)

3) Enhance customer experience through user-friendly technology

- a) Increase online payments by 10%, to a 60% cumulative increase
- b) Increase payments made using credit or debit cards by 5-10% each year, to a 20% cumulative increase

Note: Specific goal activities can be found in Appendix H; Metrics contain four-year targets unless otherwise stated

Fire

Vision: Turning challenges into opportunities, to strive for excellence, to be accountable and to lead by example in order to guard citizens' safety and trust.

Department Goal

Department Metric (achieved by 2019)

1) Ensure the safest and best delivery of emergency operations to our citizens

- a) Increase firefighter staffing numbers by 75 to maintain the Class One Rating and to reduce accidents and injuries
- b) Increase BLS response time to 90% of NFPA standard: four minutes
- c) Increase cardiac saves by 50%

2) Improve internal and external customer service efficiencies through technology and reorganization

- a) Decrease emergency response (ER) transport medic unit calls to 12,000
- b) Decrease recurring maintenance costs for fire stations by 25%
- c) Have all 150 captains and 150 drivers certified as a Fire Officer I and Fire Instructor I
- d) Decrease hours invested by department involving personnel matters by 50%
- e) Increase customer satisfaction by 95%

Note: Specific goal activities can be found in Appendix I; Metrics contain four-year targets unless otherwise stated

Fire (continued)

Vision: Turning challenges into opportunities, to strive for excellence, to be accountable and to lead by example in order to guard citizens' safety and trust.

Department Goal

Department Metric (achieved by 2019)

3) Create community based workforce by enhancing educational career path opportunities through public/private partnerships

- a) Increase the number of firefighter candidates testing to reflect the diversity of the community with improved percentages of women and minority candidates from year to year
- b) Increase to 500 annual the total number of candidates testing for firefighter and related Fire Civil Service opportunities
- c) Increase firefighter applicants having EMT or Paramedic certification and certified as a Firefighter I and II by 50%

4) Reduce the number of fires, deaths and injuries related to fires through proactive fire and EMS education and prevention

- a) Decrease fire fatality to zero each year and decrease fires to 500 in the city annually
- b) Decrease fire injuries to civilians by increasing our public education programs to 500 each year

Note: Specific goal activities can be found in Appendix I; Metrics contain four-year targets unless otherwise stated

Human Resources

Vision: Recruit, train and retain a high-quality workforce that embraces a culture of innovation, diversity, learning, teaching and possesses the willingness to meet the demands of a progressive city.

Department Goal

Department Metric (achieved by 2019)

1) Promote relevant positions when marketing the city in a savvy and competitive job market

- a) Increase the percentage of qualified applicants for skilled employment positions by 2% each year
- b) Increase online applications by 3% each year
- c) Conduct a job analysis on 10% of current positions each year
- d) Complete the updating of class specifications

2) Expand and centralize training and education programs for all employees in the classified service

- a) Increase participation in voluntary leadership and skills training by 5% each year
- b) Increase employee training opportunities by 5% each year

Note: Specific goal activities can be found in Appendix J; Metrics contain four-year targets unless otherwise stated

Human Resources (continued)

Vision: Recruit, train and retain a high-quality workforce that embraces a culture of innovation, diversity, learning, teaching and possesses the willingness to meet the demands of a progressive city.

Department Goal

Department Metric (achieved by 2019)

3) Educate employees and their families on the benefits of long-term health and wellness for an increased and sustainable quality of life

- a) Increase promotion of monthly walks and fitness challenges by 2% each year
- b) Increase nutrition educational information and the benefits to all employees by 5 % each year
- c) Increase employee participation in the health care education plan to promote wellness by 5% each year

4) Ensure all employees are compensated at a fair and equitable manner commensurate with their job function and responsibility

- a) Develop a Minimum Living Wage (MLW) Standard of no less than \$10 hour for all city employees
- b) In coordination with Goal 1, adjust pay and benefits in accordance with changes to job classification duties and responsibilities

Note: Specific goal activities can be found in Appendix J; Metrics contain four-year targets unless otherwise stated

Human Resources (continued)

Vision: Recruit, train and retain a high-quality workforce that embraces a culture of innovation, diversity, learning, teaching, and possess the willingness to meet the demands of a progressive city.

Department Goal

Department Metric (achieved by 2019)

5) Support Human Resources staff in attaining educational goals and/or certifications that improve their ability to provide services to employees and external customers seeking employment opportunities with the city

- a) Increase number of continuing education training hours that HR staff is required to attend by 2% per employee per year
- b) Increase grant (alternative) funding by 2% per year, to a 5% cumulative increased training budget

Note: Specific goal activities can be found in Appendix J; Metrics contain four-year targets unless otherwise stated

Information Technology

Vision: Provide IT support services to Mayor and all city departments to support Mayor's vision and department goals.

Department Goal

- 1) Create a more effective and efficient information technology strategy to reduce costs, reduce conversion/implementation time and maximize value of applications citywide

Department Metric (achieved by 2019)

- a) Decrease cost of ownership of software/hardware by 2% per year, to a 18% cumulative decrease
- b) Decrease installation time by 3% per year, to a 12% cumulative decrease
- c) Decrease the amount of time/space (disk space) for database applications installs by 5% per year, to a 20% cumulative decrease

Information Technology (continued)

Vision: Provide IT support services to Mayor and all city departments to support Mayor's vision and department goals.

Department Goal

Department Metric (achieved by 2019)

2) Increase efficiencies for city departments through technology and department reorganization that will support the city's vision and increase customer satisfaction

- a) Decrease costs for services by 2% each year, to a 8% cumulative decrease
- b) Increase resolution of technical issues within an eight-hour period by 8% each year, to a 32% cumulative increase
- c) Increase completion of service rate by 7% per year, to a 28% cumulative increase

Note: Specific goal activities can be found in Appendix K; Metrics contain four-year targets unless otherwise stated

Information Technology (continued)

Vision: Provide IT support services to Mayor and all city departments to support Mayor's vision and department goals.

Department Goal

Department Metric (achieved by 2019)

3) Provide efficient, reliable and consolidated infrastructure and services to reduce cost

- a) Increase the percentage of time network systems are available by 1% each year, to a 99.9% cumulative increase
- b) Increase the number of problems resolved within a 24-hour period by 4% each year, to a 16% cumulative increase
- c) Increase the time mobile VPN is accessible in a 12 hour period by 8% each year, to a 32% cumulative increase

Note: Specific goal activities can be found in Appendix K; Metrics contain four-year targets unless otherwise stated

Legal (City Attorney's Office)

Vision: Vigorously prosecute crimes and defend the city in the various legal matters that arise while providing exemplar support to the Mayor, City Council, departments, boards, commissions and committees.

Department Goal

Department Metric (achieved by 2019)

1) Efficiently and effectively manage litigation to reduce overall litigation costs and expenses

- a) Decrease attorney fees by \$100,000 and demonstrate additional savings each year
- b) Decrease the amount of active litigation by 20 cases

2) Improve overall operating efficiency of legal department

- a) Achieve a five day turnaround on at least 90% of contracts submitted to legal for review

Note: Specific goal activities can be found in Appendix L; Metrics contain four-year targets unless otherwise stated

Legal (City Attorney's Office) (continued)

Vision: Vigorously prosecute crimes and defend the city in the various legal matters that arise while providing exemplar support to the Mayor, City Council, departments, boards, commissions and committees.

Department Goal

Department Metric (achieved by 2019)

3) Improve efficiency of city court prosecution

- a) Decrease voluntary continuances by 50% or more
- b) Increase revenues generated through the Legal office by 20% by instituting a criminal diversion program
- c) Collect \$20,000 in bond forfeiture fees by the end of 2015

Note: Specific goal activities can be found in Appendix L; Metrics contain four-year targets unless otherwise stated

Police

Vision: A safer Shreveport where all citizens are able to live, learn, work, play and worship in a peaceful, orderly environment free from crime and the fear of crime.

Department Goal

Department Metric (achieved by 2019)

1) Increase efficiency in identified areas that will allow more resources to be allocated in addressing Part I crimes

- a) Decrease Part I crimes (homicide, rape, robbery, burglary, theft, auto theft, assault/battery) by 2% from 35-year historic low
- b) Decrease costs through efficiencies associated with Records personnel reduction of staff
- c) Increase the number of qualified applicants by 25%

2) Increase community interaction and trust

- a) Increase the number of neighborhood associations and neighborhood watch groups by 25%
- b) Increase PSAs by 50%
- c) Increase social media following by 10%

Note: Specific goal activities can be found in Appendix M; Metrics contain four-year targets unless otherwise stated

Property Standards

Vision: Promote quality neighborhoods so that all are free of blight and deterioration.

Department Goal

Department Metric (achieved by 2019)

1) Increase efficient and competent initiatives in the aggressive removal of blight to improve the cleanliness of our city

- a) Increase code compliance for weed abatement by 15% and care of premise by 25%
- b) Decrease need for grass sub-contractors for weed abatement by 2% per year, to a cumulative 8%

2) Improve enforcement of quality of life violations

- a) Increase the number of property standards violations cited by City Court by 10%
- b) Increase the number of cases closed as complete compliance by 10% per year, to a 25% cumulative increase
- c) Increase the amount of revenue generated from non-compliance violations by 1% each year

Note: Specific goal activities can be found in Appendix N; Metrics contain four-year targets unless otherwise stated

Property Standards (continued)

Vision: Promote quality neighborhoods so that all are free of blight and deterioration.

Department Goal

Department Metric (achieved by 2019)

3) Increase financial stability to ensure sufficient funds are available to abate violations

- a) Decrease the number of violations abated by 5% annually
- b) Increase efficiency of budgeted funds by 50%

Note: Specific goal activities can be found in Appendix N; Metrics contain four-year targets unless otherwise stated

Public Works

Vision: Maintain an effective, efficient, safe and clean citywide infrastructure system in a cost-effective manner while responding to citizens' needs and desires.

Department Goal

Department Metric (achieved by 2019)

1) Communicate effectively with those who use our services so they understand programs offered and how to best access them

a) Increase the number of citizens that understand services offered and how to access them by 10% each year, to cumulative 80%

2) Provide excellent customer service regarding the maintenance of our streets, drainage system, and traffic control as well as the collection of trash, bulk items, and recycling

a) Increase customer service request completed on time by 90%
b) Increase customer satisfaction by 8% each year

Note: Specific goal activities can be found in Appendix O; Metrics contain four-year targets unless otherwise stated

Public Works (continued)

Vision: Maintain an effective, efficient, safe and clean citywide infrastructure system in a cost-effective manner while responding to citizens' needs and desires.

Department Goal

Department Metric (achieved by 2019)

3) Manage assets effectively and efficiently

- a) Achieve an overall pavement condition rating (PCI) of 80%
- b) Maintain 80% of the city's traffic control system
- c) Replace 80% of fleet within the end of its normal service life

4) Develop a comprehensive long-term strategy to finance and maintain all city streets to a level of acceptable compliance

- a) Complete all outstanding 2011 GOB Proposition 3 (Streets and Drainage) projects
- b) Explore and implement additional funding mechanism (e.g. GOB) to address a significant portion of the more than \$400 million in needed street repairs
- c) Complete all currently listed connector streets for re-pavement and provide increase of streets re-pavements of 10% more miles annually

Note: Specific goal activities can be found in Appendix O; Metrics contain four-year targets unless otherwise stated

Shreveport Area Transit System (SporTran)

Vision: Provide safe, dependable, convenient and courteous public transportation.

Department Goal

Department Metric (achieved by 2019)

1) Increase opportunities for people to access safe, public transportation

- a) Decrease preventable vehicle accidents by 28%
- b) Increase positive feedback from bi-annual customer satisfaction surveys regarding safety and security by 25%
- c) Decrease preventable operator and passenger incidents by 16%

2) Establish a culture of customer service and transit system enhancements that delivers bus services that are responsive to community needs

- a) Decrease customer complaints from 364 each year to 275 within twelve months and a 10% decrease each year thereafter
- b) Improve on-time performance by 6%
- c) Maintain current levels of ridership
- d) Increase customer service satisfaction by 10%, to a 80% cumulative increase as measured by a bi-annual customer survey

Note: Specific goal activities can be found in Appendix P; Metrics contain four-year targets unless otherwise stated

Shreveport Area Transit System (SporTran) (continued)

Vision: Provide safe, dependable, convenient and courteous public transportation.

Department Goal

Department Metric (achieved by 2019)

3) Exercise sound financial management and ensure SporTran's long-term sustainability

- a) Maintain current levels of ridership on all routes
- b) Increase revenue from 80-cents per mile to 85-cents per mile

4) Promote robust public transit system that engages our citizens, so they are informed, involved, and empowered in their public transit system

- a) Increase public participation for transit related events and activities to 20
- b) Increase riders' awareness of SporTran's communication efforts by 10% per year, as measured by a bi-annual customer service survey
- c) Increase website and social media viewership by 10% per year as measured by reports from Syncromatics and CivicPlus

Note: Specific goal activities can be found in Appendix P; Metrics contain four-year targets unless otherwise stated

Shreveport Public Assembly and Recreation (SPAR)

Vision: Enhancing lives through people, places, play and programs.

Department Goal

1) Serve as faithful stewards of the community's natural, cultural and historic resources

Department Metric (achieved by 2019)

- a) Complete Shreveport Common projects by 60%
- b) Increase customer input and feedback approval rating pertaining to beautification projects by 75% from the established baseline
- c) Decrease pedestrian or bicycle-related incidents by 25% from the established baseline utilizing law enforcement data

Note: Specific goal activities can be found in Appendix Q; Metrics contain four-year targets unless otherwise stated

Shreveport Public Assembly and Recreation (SPAR) (continued)

Vision: Enhancing lives through people, places, play and programs.

Department Goal

Department Metric (achieved by 2019)

2) Enhance service delivery to our community through innovative programming and services

- a) Decrease vandalism incidents by 25% each year
- b) Visibly improve our facilities through strategic repair or replacement
- c) Complete additional 2011 Bond Projects to a cumulative completion of 93%
- d) Complete customer feedback process including researching options, developing procedures and tools, implementing process, and training/rollout of process by 25% each year to a 100% cumulative completion

Note: Specific goal activities can be found in Appendix Q; Metrics contain four-year targets unless otherwise stated

Shreveport Public Assembly and Recreation (SPAR) (continued)

Vision: Enhancing lives through people, places, play and programs.

Department Goal

Department Metric (achieved by 2019)

3) Provide the highest standard of excellence through partnerships and collaborations

- a) Achieve 90% approval on 25% of individual partner surveys and evaluate 25% of internal impact analysis of individual partners to determine community needs met
- b) Complete accreditation process by 70% including the intent application (10%), self-assessment (60%), commission on-site evaluation (10%), commission accreditation review (10%), and annual report (10%)
- c) Continue operations of Shreveport Regional Arts Council, Sci-Port: Louisiana's Science Center and the Shreveport Convention Center and complete a measurement process that includes establishing committee (10%), committee research (40%), report presentation (10%), decision (40)%

Note: Specific goal activities can be found in Appendix Q; Metrics contain four-year targets unless otherwise stated

Shreveport Public Assembly and Recreation (SPAR) (continued)

Vision: Enhancing lives through people, places, play and programs.

Department Goal

Department Metric (achieved by 2019)

4) Enhance internal and external customer service and public outreach

- a) Improve employee morale to gain 25% employee satisfaction as measured by Human Resources employee survey
- b) Decrease employee vacancy rate from 20% to 10%
- c) Complete customer feedback process by 25% in nine months, to a 100% cumulative completion, including researching options, developing procedures and tools, training and implementing the process

Note: Specific goal activities can be found in Appendix Q; Metrics contain four-year targets unless otherwise stated

Water and Sewer

Vision: Provide high quality, safe drinking water to all customers, effectively collect and treat wastewater for discharge within regulatory guidelines with minimal impact on the environment and provide these services at an affordable price.

Department Goal

Department Metric (achieved by 2019)

1) Provide, maintain and operate infrastructure in an efficient manner that promotes public confidence while meeting or exceeding regulatory requirements

- a) Decrease outstanding work orders (over 30 days) by 10% per year, to a 50% cumulative decrease
- b) Decrease sanitary sewer overflows by 30%
- c) Meet Consent Decree schedule for 2015 Sanitary Sewer Assessment (SSA) deadlines and exceed subsequent SSA deadlines by 6 months
- d) Decrease response time for emergency lift station operation by 20%

2) Enhance customer service, public outreach and cooperative internal relations

- a) Decrease customer call wait time at Customer Service call center by 30%
- b) Double the number of accounts on Automated Meter Reading System

Note: Specific goal activities can be found in Appendix R; Metrics contain four-year targets unless otherwise stated

Water and Sewer (continued)

Vision: Provide high quality, safe drinking water to all customers, effectively collect and treat wastewater for discharge within regulatory guidelines with minimal impact on the environment and provide these services at an affordable price.

Department Goal

Department Metric (achieved by 2019)

3) Exercise sound financial management

- a) Decrease the number of accounts going to collections by 40%
- b) Decrease unaccounted for water by 5% per year, to a 20% cumulative decrease

Note: Specific goal activities can be found in Appendix R; Metrics contain four-year targets unless otherwise stated

Appendices



Appendix A: **Airport, Municipal - Goal Activities**

Department Goal	Activities for Next Four Years	Activities for 2015
1) Create an airport system that provides growth opportunities for both aeronautical and non-aeronautical users	<ul style="list-style-type: none">• Expand DTN Airport aircraft taxiways and secondary runway• Restructure airport's financial positions, including bond debt and operating expenses• Establish aggressive rate of return of at least 5% per year• Build airport cash reserves to one year cash available• Add at least one new direct flight to an international hub airport by year-end 2016	<ul style="list-style-type: none">• Complete DTN Action Plan to improve safety areas around runway• Implement FAA approved SHV Master Plan• Develop Airport Authority financial plan for implementation

Appendix A: **Airport, Municipal - Goal Activities (continued)**

Department Goal	Activities for Next Four Years	Activities for 2015
<p>2) Develop infrastructure to support growth at DTN and SHV so that each is the primary airport in the region</p>	<ul style="list-style-type: none"> • Complete construction of \$1.3 million renovation/modernization plan of the ExpressJet facility • Receive funding and complete design and construction of taxiway extensions/relocations at SHV • Complete design and construction of DTN Runway 5-23 relocation • Complete sustainability plan at SHV 	<ul style="list-style-type: none"> • Obtain surveys and site certification information for LA Economic Development Certification of Airport Industrial Parks at SHV • Implement plan for permanent funding for Regional Air Service Development Alliance • Complete design and approval of ExpressJet hanger renovation/modernization plan
<p>3) Ensure high-quality customer service through training and increased focus on employee development, job specifications, and succession planning</p>	<ul style="list-style-type: none"> • Design processes to decrease vacancies • Restructure Airport Management and Staff Management organization 	<ul style="list-style-type: none"> • Work with HR to rewrite position descriptions for key classifications • Fill all vacant positions • Complete employee satisfaction surveys • Develop succession plan in each airport division

Appendix B: Citywide Beautification and Litter Abatement - Goal Activities

Department Goal	Activities for Next Four Years	Activities for 2015
<p>1) Organize and establish a sustained plan to increase the quality of life in our community by making Shreveport more beautiful, cleaner and inviting to our residents and guests</p>	<ul style="list-style-type: none"> • Evaluate programs began in 2015 for enhancement and fine-tuning based on lessons learned, new identified models in other communities and to reinforce and support an ongoing and sustainable effort • Develop ongoing and updated strategies and amend City Ordinances to increase enforcement of littering, solid waste and property standards violations • Establish monthly programs to reinforce, empower and support community partners • Explore alternative funding programs and grants • Partner with Shreveport Green to create an achievement and recognition method 	<ul style="list-style-type: none"> • Work with City Courts law enforcement to ensure stricter enforcement of littering, solid waste and property standards violations • Develop an education and marketing campaign to elicit community support and individual empowerment for successful beautification efforts • Work with city departments to provide support for litter abatement equipment, activities and programs • Establish Clean Neighborhood initiatives • Establish partnerships with local business leaders and civic groups to adopt on-going clean-up efforts • Place signage across the city, to include penalties for littering

Appendix C: Communication/Public Relations - Goal Activities

Department Goal	Activities for Next Four Years	Activities for 2015
<p>1) Develop an overall City of Shreveport public relations strategy for keeping the community informed and aware of city programs, service and opportunities for assistance</p>	<ul style="list-style-type: none"> • Execute strategic communication plans • Produce quarterly brochures • Provide direct mail leaflets 	<ul style="list-style-type: none"> • Work with departments on more effective communications with local media outlets and the use of social media • Provide training to department heads and city staffers on proper media etiquette and how to write informative and concise press releases

Appendix C: Communication/Public Relations - Goal Activities (continued)

Department Goal	Activities for Next Four Years	Activities for 2015
2) Foster better community relations by developing effective partnerships and outreach opportunities	<ul style="list-style-type: none"> • Increase the city's presence at community events • Increase public awareness and education campaigns • Improve response to inquiries 	<ul style="list-style-type: none"> • Establish a Facebook page with daily posts that provide the latest updates to events occurring in City Government • Establish a Twitter account with daily posts that provide the latest updates to events occurring in City Government
3) Conduct continuous environmental scanning to provide relevant and current information on events and government matters that are important to the community's quality of life	<ul style="list-style-type: none"> • Produce annual market studies that will enable ongoing evaluation of level of communication being received by community • Partner with local media experts and potential vendor on the production of a regularly updated market study 	<ul style="list-style-type: none"> • Evaluate current and available city-wide data for significant impact in reaching goal • Analyze data and provide back through city social media services for public benefit • Survey end-users of media services and public outreach for feedback on improving governmental communications to the public

Appendix D: Community Development - Goal Activities

Department Goal	Activities for Next Four Years	Activities for 2015
1) Expand the supply and diversity of affordable workforce housing options	<ul style="list-style-type: none">• Heritage Place housing development will provide up to 250 units of workforce housing• Concordia Place Phase II, 15-18 additional single-family residences• Concordia Place Phase III, in-fill development on 50 vacant lots• Millennium Studio Housing Development, mixed-use/mixed income development• Olive Grove Apartment, multi-family, senior housing development	<ul style="list-style-type: none">• Continue Phase I Ledbetter Heights Initiative, which is a new construction 12-unit multi-family housing development for extremely low income families

Appendix D: Community Development - Goal Activities (continued)

Department Goal	Activities for Next Four Years	Activities for 2015
<p>2) Increase economic stability and the creation of wealth for businesses and individuals</p>	<ul style="list-style-type: none"> Support the development of the Milam Street Kitchen Incubator to provide home-based food entrepreneurs with affordable space to promote business and an event area/banquet hall that will accommodate up to 200 people 	<ul style="list-style-type: none"> Relocate Caddo Business and Career Solution Center to enhance services to businesses, employers and job seekers Provide business loans, technical assistance, and entrepreneurial opportunities for start-ups and early stage businesses Implement the Mayor's Financial Empowerment Services Initiative to promote financial stability, economic empowerment, and asset building for low-to-moderate income persons

Appendix D: Community Development - Goal Activities (continued)

Department Goal	Activities for Next Four Years	Activities for 2015
3) Address and prevent episodes of chronic homelessness	<ul style="list-style-type: none"> • Hope for the Homeless and Christian Services to receive funding to complete the renovation of the Hope Connections, which will be located at 2350 Levy Street 	<ul style="list-style-type: none"> • Project Celebration will purchase and renovate a suitable building to provide mental health services and to house survivors of domestic violence, sexual assault, and child crimes • Support the Coordinated Access Point concept, which is an integrated intake of ten agencies that are co-located at the homeless One Stop
4) Protect, enhance and preserve structures of special character, special architectural and/or historic interest	<ul style="list-style-type: none"> • The Civil Rights and Cultural Museum will adapt and reuse the Old Galilee Missionary Baptist Church to display and celebrate the rich history of African Americans and the African experience during the Civil Rights movement 	<ul style="list-style-type: none"> • The C.C. Antoine House project will restore and transform the house into a visitor and cultural center • The Sprague Street Row House, listed on the National Register of Historic Places, will include construction and replication of the original Victorian shotgun styled home built in 1890

Appendix D: Community Development - Goal Activities (continued)

Department Goal	Activities for Next Four Years	Activities for 2015
5) Preserve and improve the physical, social and health conditions of low-income neighborhoods	<ul style="list-style-type: none">• Support the Fatherhood Initiative by providing fathers with services to help them better meet the financial needs of their families• Assist with the development of Heritage Park, park/botanical garden and water feature to provide park amenities and a natural drainage system• Implement the Choice Neighborhood Transformation Plan that will guide the revitalization of the west edge of downtown, Ledbetter Heights and Allendale into neighborhoods of choice• Support the Healthy Foods Initiative includes a fresh food market in the MLK area and a full-scale grocery store in the Allendale neighborhood to increase the health and livability of its citizens	<ul style="list-style-type: none">• Support the creation of a professional, high capacity, community-based redevelopment authority• “Primp the Porch” façade improvement project to improve curb appeal of highly distressed neighborhoods

Appendix D: Community Development - Goal Activities (continued)

Department Goal	Activities for Next Four Years	Activities for 2015
6) Improve internal efficiency, customer service and financial stability	<ul style="list-style-type: none">Develop a departmental reorganization plan to improve internal workplace efficiencies, provide better services and increase accountability to citizens	<ul style="list-style-type: none">Implement a technology-based system to improve performance, workforce efficiencies and service deliveryAlign all programs and activities with the strategic goals and objectives of the organization through program restructuring and elimination

Appendix E: Economic Development - Goal Activities

Department Goal	Activities for Next Four Years	Activities for 2015
1) Attract diverse job opportunities to strengthen employment and create a thriving economy	<ul style="list-style-type: none">• Market the city to site locators and consulting firms by attending national conferences• Identify print marketing opportunities• Partner with LED, Shreveport Chamber of Commerce, and NLEP to attend tradeshow/marketing events• Continually monitor and update the city website	<ul style="list-style-type: none">• Update city website to include information on state and local incentives and training programs• Develop strategy and create new marketing materials to be used for retention and expansion opportunities

Appendix E: Economic Development - Goal Activities (continued)

Department Goal	Activities for Next Four Years	Activities for 2015
2) Promote and support existing business and industry	<ul style="list-style-type: none">• Create strong call program to meet with existing businesses to identify opportunities for growth and risks that may impeded future development• Coordinate retention calls with LED Business Retention and Expansion Group• Educate businesses on potential incentives/training programs (possible workshops with LED or other economic development agencies)	<ul style="list-style-type: none">• Actively meet with local businesses to identify potential expansion opportunities and issues that may impact growth

Appendix E: Economic Development - Goal Activities (continued)

Department Goal	Activities for Next Four Years	Activities for 2015
<p>3) Actively recruit new business development opportunities, responding to RFP's and informational requests and prepare incentive packages</p>	<ul style="list-style-type: none"> Respond to RFP's and informational requests from LED, site location consultants and businesses located outside the area Continue to develop and maintain relationships with LED, city departments, Caddo Parish, Port of Caddo-Bossier, utility companies, Louisiana Workforce Commission and other local and regional economic development organizations to identify leads for potential new business development 	<ul style="list-style-type: none"> Develop strong working relationships with LED, city departments, Caddo Parish, Port of Caddo-Bossier, utility companies, Louisiana Workforce Commission and other local and regional economic development organizations to identify leads for potential new business development Identify costs for subscriptions cost for Co-Star (available site/building online database)

Appendix F: Engineering and Environmental Services - Goal Activities

Department Goal	Activities for Next Four Years	Activities for 2015
<p>1) Develop, plan, and ensure sufficient design, construction and repair of city-owned and private infrastructure (streets, drainage, water and sewerage systems)</p>	<ul style="list-style-type: none"> • Establish a project to update/refine the existing 30 year old master drainage plan • Review and revise current policies and ordinances to improve detention and flood plain management and produce quality results that will increase the effectiveness of the program • Use technology to increase efficiency of operations and improve the quality and accuracy of end results 	<ul style="list-style-type: none"> • Provide necessary education and manuals/guidelines to all internal and external stakeholders • Improve program management for capital projects • Form an infrastructure development technical review committee • Implement training programs for employees for job specific needs and general supervision/management, seeking out additional certification venues to improve efficiency, quality of product and promotional opportunities

Appendix F: Engineering and Environmental Services - Goal Activities (continued)

Department Goal	Activities for Next Four Years	Activities for 2015
2) Facilitate/promote environmental compliance and stewardship in city operations as well as with private and corporate citizens in general	<ul style="list-style-type: none"> • Update/refine Cross Lake Watershed Management program • Develop programs for the reduction of emissions which contribute to the formation of ozone • Seek additional resources to support the Brownfields program 	<ul style="list-style-type: none"> • Intensify the monitoring and enforcement of storm water and pretreatment programs • Strengthen the program for oversight and response to sanitary sewer overflows • Create an interdepartmental grant review/application team
3) Optimize the city's management systems for GIS, property management, annexations and public information for better predicting future city needs	<ul style="list-style-type: none"> • Develop and implement sound policies for annexations • Coordinate and improve GIS applications and procedures by creating and adopting a GIS master plan • Create GIS grant application and review team 	<ul style="list-style-type: none"> • Proactively market adjudicated properties • Improve service through new technology and structural reorganization • Create new digital standards for GIS deliverables • Form a GIS Committee to initiate an outline for GIS Master Plan

Appendix G: Fair Share - Goal Activities

Department Goal	Activities for Next Four Years	Activities for 2015
1) Expand Fair Share clients' capabilities and capacity	<ul style="list-style-type: none"> • Grow the S/MBE and WBE business beyond the sole proprietorship model of business ownership • Continue to recognize the newest prescription for success, create many jobs and much wealth 	<ul style="list-style-type: none"> • View S/MBE and WBE businesses development as a key to economic development • Recognize the newest prescription for success, create many jobs and much wealth
2) Develop ambitious targets for the inclusion of S/MBE and WBE businesses	<ul style="list-style-type: none"> • Continue managing and overseeing the city's S/MBE and WBE process for all city departments • Structure contracting requirements to facilitate competition by and among S/MBE and WBE business concerns • Continue to provide an aggressive strategy to ensure S/MBE and WBE businesses to participate in the performance of city-let contracts 	<ul style="list-style-type: none"> • Manage and oversee the city's S/MBE and WBE process for all city departments • Provide an aggressive strategy to ensure S/MBE and WBE businesses to participate in the performance of city-let contracts

Appendix G: Fair Share - Goal Activities (continued)

Department Goal	Activities for Next Four Years	Activities for 2015
3) Create a “One Stop Shop” to unify S/MBE and WBE outreach efforts	<ul style="list-style-type: none"> • Create a clearinghouse for all local advocacy groups and service providers and ensure that S/MBE and WBE’s are aware of the opportunities • Outreach/vendor fairs as well as a forum for networking • Offer a comprehensive array of programs 	<ul style="list-style-type: none"> • Use the existing City of Shreveport’s portal and establish a vendor database data collection and information dissemination to potential clients
4) Increase access to financial resources for Fair Share clients through the use of lending partnerships	<ul style="list-style-type: none"> • Continue to work closely with the Community Development department’s EDI Program • Build a stronger relationship with liaison member officers that will help S/MBE and WBE business owners receive financial assistance 	<ul style="list-style-type: none"> • Work closely with the Community Development department’s EDI Program • Research the Grow Shreveport Fund, a unique economic development partnership among the City of Shreveport and the National Development Council licensed by the SBA

Appendix H: Finance - Goal Activities

Department Goal	Activities for Next Four Years	Activities for 2015
<p>1) Create strategies and fiscal accountability in stabilizing the city's fund balance, unfunded liabilities, other post-employment benefits and healthcare costs</p>	<ul style="list-style-type: none"> • Work with Administration and Council to implement the Debt Management Policy • Work with Government Finance Officer's Association's best practices to ensure OPEB sustainability • Work with Administration and Council to determine how to fund costs within current budget constraints • Set aside annual budget targets to increase general fund operating reserves 	<ul style="list-style-type: none"> • Develop a comprehensive Debt Management Policy for the city • Consult with outside financial experts on best practices toward working to achieving long-term strategy for future fiscal stability • Consult with outside risk management experts in placing the city in the best position to provide exceptional healthcare coverage for employees while making economically and fiscally sound decisions in selecting appropriate coverage provider plans • Explore a multi-year plan to increase the general fund reserves

Appendix H: Finance - Goal Activities (continued)

Department Goal	Activities for Next Four Years	Activities for 2015
2) Enhance internal financial efficiencies through technology	<ul style="list-style-type: none"> • Implement e-service in New World to allow vendors to self-register and/or update their profiles and personal data • Initiate a Finance Research Committee to respond more effectively and efficiently to financial demands and changes 	<ul style="list-style-type: none"> • Continue implementation of the new accounting system by New World • Make retirement calculation information available via the internet or intranet for employees
3) Enhance customer experience through user-friendly technology	<ul style="list-style-type: none"> • Increase awareness of online capabilities • Install kiosks to better serve customers • Initiate a Finance Research and Development Committee to develop new and innovative technologies and practices to better service the customer 	<ul style="list-style-type: none"> • Work with a vendor to set up the ability to take credit cards for all payments • Increase the use of technology, working with financial institutions and financial service providers

Appendix I: Fire - Goal Activities

Department Goal	Activities for Next Four Years	Activities for 2015
1) Ensure the safest and best delivery of emergency operations to our citizens	<ul style="list-style-type: none"> • Initiate a new vehicle replacement finance package to possibly include a lease/purchase agreement • Explore potential for GOB initiative for vehicle and equipment replacement • Secure EMS equipment grants • Continue seeking SAFER grant funding • Enhance data collection efforts to demonstrate economic impact of the fire department on the community 	<ul style="list-style-type: none"> • Work together with local union board to secure SAFER grant • Explore cost efficient lease/purchase program for apparatus • Utilize SCBA vendors to explore a lease/purchase replacement program • Along with DHH and COHSEP, secure EMS equipment grants • Re-invest Fire Department generated revenue back into replacing personnel and equipment

Appendix I: Fire - Goal Activities (continued)

Department Goal	Activities for Next Four Years	Activities for 2015
<p>2) Improve internal and external customer service efficiencies through technology and reorganization</p>	<ul style="list-style-type: none"> • Collect data from all phases of the EMS response with focused approach to send only those equipment and personnel needed for the triaged EMS call • Reorganize vacant division positions to work toward building an HR division • Implement station renovation and replacement utilizing present recurring funding • Develop and implement long term plan for upgraded computer technology at all fire stations • Re-visit career development matrix plan and require an education component for successful promotion to positions in fire department 	<ul style="list-style-type: none"> • Identify strategies to improve EMS protocols and service • View demonstrations of priority systems for our communications division • Complete SPRINT vehicle impact study • Build Stations 14 and 17, investing additional prioritized renovations based on funding • Re-organize division vacancies to fill a Personnel Services Coordinator position • Work with HR to assist and better manage employee needs

Appendix I: Fire - Goal Activities (continued)

Department Goal	Activities for Next Four Years	Activities for 2015
3) Create community based workforce by enhancing educational career path opportunities through public/private partnerships	<ul style="list-style-type: none"> Engage community stakeholders and actively recruit new firefighters with grassroots efforts in all neighborhood communities More active engagement with local high schools and colleges in promoting careers in the fire service Collaborate with SUSLA and BPCC to develop fire science curriculum for approval by the Board of Regents 	<ul style="list-style-type: none"> Identify areas of improvement in recruitment efforts to allow more community based testing pool Re-organize division vacancies to fill a Personnel Services Coordinator position Work with HR to assist and better manage employee needs
4) Reduce the number of fires, deaths and injuries related to fires through proactive fire and EMS education and prevention	<ul style="list-style-type: none"> Develop graphics with long-term documentation through GIS to show continuous identifying factors for all fires in each community to address through educational initiatives Explore possible GOB vote for academy upgrade 	<ul style="list-style-type: none"> Identify strategies to improve EMS protocols and service View demonstrations of priority systems for our communications division Complete SPRINT vehicle impact study Build Stations 14 and 17, investing additional prioritized renovations based on funding

Appendix J: Human Resources - Goal Activities

Department Goal	Activities for Next Four Years	Activities for 2015
1) Promote relevant positions when marketing the city in a savvy and competitive job market	<ul style="list-style-type: none">• Complete review and upgrade all class specs via consultant• Transfer automated class specs into NeoGov system• Conduct a comprehensive compensation study for market viability and sustainability• Incorporate technology; create seamless and clear job descriptions with clear responsibilities and legal compliance	<ul style="list-style-type: none">• Review class specifications for compliance language and uniform expectations• Internally begin restructuring job class specifications with new format

Appendix J: Human Resources - Goal Activities (continued)

Department Goal	Activities for Next Four Years	Activities for 2015
2) Expand and centralized training and education programs for all employees in the classified service	<ul style="list-style-type: none">• Maintain a comprehensive training history on all employees• Purchase and/or develop software to efficiently track employee training• Offer online training for all levels within the city• Explore alternative funding sources to provide increased outsourced training opportunities for new trends• Partner with local education institutions to create three new training programs	<ul style="list-style-type: none">• Offer strategic planning to Leadership Academy II program for current and future supervisors• Offer additional supervisory classes to employees related to disciplinary procedures, decision making, and performance evaluations• Continue to promote collaboration, teamwork and quality training in Leadership Academy I and II

Appendix J: Human Resources - Goal Activities (continued)

Department Goal	Activities for Next Four Years	Activities for 2015
<p>3) Educate employees and their family on the benefits of long term health and wellness for an increased and sustainable quality of life</p>	<ul style="list-style-type: none"> • Partner with United Health Care to develop a three year plan to educate and engage employees in health and wellness • Provide monetary incentive through United Health Care to reduce health care cost and create better health • Create a budget for Health and Wellness Program to promote lifelong learning and better quality of life 	<ul style="list-style-type: none"> • Promote monthly walks downtown with walking paths for city employees • Partner with downtown companies for health and wellness walks and education • Offer Health and Wellness Conference to employees, their families and the Shreveport Community
<p>4) Ensure all employees are compensated at a fair and equitable manner commensurate with their job function and responsibility</p>	<ul style="list-style-type: none"> • Hire an external consultant to conduct a comprehensive compensation study • Prepare and execute fair compensation and promotion plan that is easily obtainable for future use 	<ul style="list-style-type: none"> • Research ways to accommodate a minimum living wage for city employees • Explore establishing a new method of merit increases and promotions within departments

Appendix J: Human Resources - Goal Activities (continued)

Department Goal	Activities for Next Four Years	Activities for 2015
<p>5) Support Human Resources staff in attaining educational goals and/or certifications that improve their ability to provide services to employees and external customers seeking employment opportunities with the city</p>	<ul style="list-style-type: none"> • Increase employee retention by certifying all HR staff with IPMA certification and/or LSUS HR certificates of various levels on a function related to their job roles • Seek external funding sources to provide enhanced training and education in HR to allow greater flexibility • Increase participation in the National Society for Human Resources Management to expand knowledge, resources and scope of information offered 	<ul style="list-style-type: none"> • Provide greater educational opportunities for staff by exploring current programs and initiatives that will positively affect human resources staff ability to provide services to internal and external stakeholders at a higher level • Seek external funding sources to provide human resource training/education to personnel • Attend local HR Society Chapter of NWLA monthly training • Senior Analyst to attend IPMA (International Personnel Association of HR) Conference annually

Appendix K: Information Technology - Goal Activities

Department Goal	Activities for Next Four Years	Activities for 2015
<p>1) Create a more effective and efficient information technology strategy to reduce costs, reduce conversion/implementation time and maximize value of applications citywide</p>	<ul style="list-style-type: none">• Create an Information Technology Strategic Plan as a compilation of the needs of the city that would be a working document and would be updated as requirements change and technology evolves and is in conjunction with the city budget process• Manage control over technology choice(s) to ensure that the city does not end up with hundreds of disjointed development/deployment efforts and fragmented technology environments	<ul style="list-style-type: none">• After the City's Vision Plan is complete, proceed with creating an Information Technology Strategic Plan. This would be a working document and would be updated as requirements change and technology evolves

Appendix K: Information Technology - Goal Activities (continued)

Department Goal	Activities for Next Four Years	Activities for 2015
<p>2) Increase efficiencies for city departments through technology and department reorganization that will support the city's vision and increase customer satisfaction</p>	<ul style="list-style-type: none">• Install new systems and continue conversions, upgrades, reduction of system duplication by using emerging technologies and streamlining processes• Achieve efficiencies in providing IT services using new technologies that have been developed (such as virtualization) that should be considered in relation to helping city departments with reaching their goals to work more efficiently• Improve the IT capability to explore, implement and train on new innovations/technology and reorganize/educate the IT staff to increase functionality from implementation and throughout the lifecycle	<ul style="list-style-type: none">• Complete conversion of the current phone system After conversion, explore VOIP in some smaller locations• Complete conversion from Windows XP to Windows 7 for all city departments• Begin conversion from Windows Server 2003 to Windows Server 2012 (Win Server 2003/R2 is EOL July 14, 2015)• Complete installation of additional storage and look at tools to manage storage

Appendix K: Information Technology - Goal Activities (continued)

Department Goal	Activities for Next Four Years	Activities for 2015
<p>3) Provide efficient, reliable and consolidated infrastructure, and services to reduce cost</p>	<ul style="list-style-type: none"> • Increase software compatibility with city systems, hardware compatibility with city infrastructure, reduction of system duplication, reduction of cost for the city and gaining more efficiencies through the use of current technologies • Restructure the city's network infrastructure, replace Novell file sharing system , replace email system and conversion • Security of networks/VPN for mobile workers 	<ul style="list-style-type: none"> • Complete mainframe removal and purchase new systems • Explore replacing email system. The servers on the current email system are at EOL and need to be updated. This would be an opportunity to change if funding allows • Explore replacing the current file storage system, create a file hierarchy for the city/each department and allocate space for each department that would be monitored/controlled • Increase function and provide a secure network for mobile workers (VPN)

Appendix L: Legal (City Attorney's Office) - Goal Activities

Department Goal	Activities for Next Four Years	Activities for 2015
1) Efficiently and effectively manage litigation to reduce overall litigation costs and expenses	<ul style="list-style-type: none"> • Conduct a yearly audit of active litigation • Bring subrogation and collections legal work in-house • Conduct educational training of contract attorneys on best practices 	<ul style="list-style-type: none"> • Audit of active litigation • Reassignment of ineffective attorneys
2) Improve overall operating efficiency of the legal department	<ul style="list-style-type: none"> • Conduct yearly compliance evaluations of each department • Make attorney salary more competitive • Increase continuing legal education related to specific departments 	<ul style="list-style-type: none"> • Meet with each department head • Create checklist of "hot button issues"

Appendix L: Legal (City Attorney's Office) - Goal Activities (continued)

Department Goal	Activities for Next Four Years	Activities for 2015
3) Improve efficiency of city court prosecution	<ul style="list-style-type: none">• Prosecute every litter-related citations• Create an education program with police and fire	<ul style="list-style-type: none">• Send collection letters to delinquent bail bondsmen to disciplinary procedures, decision making and performance evaluations• Implement Diversion Plan

Appendix M: Police - Goal Activities

Department Goal	Activities for Next Four Years	Activities for 2015
1) Increase efficiency in identified areas so more resources can be allocated to addressing Part I crimes	<ul style="list-style-type: none"> • Implement field reporting • Implement software for time/attendance • Electronic mail access for patrol officers • Expand social media initiatives and partner with local and regional universities to identify and, in turn, attract potential applicants • Utilize laptop computers within patrol cars to increase efficiency and effectiveness 	<ul style="list-style-type: none"> • Make crash reports available for online purchase • Expand social media initiatives and partner with local and regional universities to identify and attract potential applicants • Maintain upkeep of fleet and fleet assets
2) Increase community interaction and trust	<ul style="list-style-type: none"> • Increase use of body cameras for all patrol officers • Increase use of cameras/DVRs for patrol cars 	<ul style="list-style-type: none"> • Enhance community policing efforts, such as: Grassroots Walks, NNO, youth camps • Implement the use of 24 body cameras

Appendix N: Property Standards - Goal Activities

Department Goal	Activities for Next Four Years	Activities for 2015
1) Increase efficient and competent initiatives in the aggressive removal of blight to improve the cleanliness of our city	<ul style="list-style-type: none"> • Enact a Rental Housing Code to ensure that rental properties are fit for human habitation • Provide additional support staff to sufficiently accommodate increased volume of violations 	<ul style="list-style-type: none"> • Implement a series of blight removal initiatives by engaging citizens and neighborhood associations and encouraging neighborhood sense of ownership and pride • Establish city quadrants to allow inspectors to be increasingly visible; to provide greater efficiency, rapid response, anonymity and transparency, supporting the intent of the department

Appendix N: Property Standards - Goal Activities (continued)

Department Goal	Activities for Next Four Years	Activities for 2015
2) Improve enforcement of quality of life violations	<ul style="list-style-type: none">• Create an environmental docket to handle all violations from each department• Work with City Courts to implement stiffer penalties, community service and incarceration for repeat offenders	<ul style="list-style-type: none">• Amend Chapter 38 relative to Housing Ordinances to support continual changes within the court system to set aside specific time to consistently hear environmental violations• Work with Council and Mayor to revise Property Standards Task Force to ensure blight ordinance, initiatives, and processes are adequate and efficient for their effectiveness• Create a ticketing system with fines for quality-of-life violations, including ticketing violations from MPC and Public Works; including litter and illegal dumping

Appendix N: Property Standards - Goal Activities (continued)

Department Goal	Activities for Next Four Years	Activities for 2015
3) Increase financial stability to ensure sufficient funds are available to abate violations	<ul style="list-style-type: none">• Review and update Housing Ordinances to ensure policies and procedures are consistent, thorough, and fair• Review budget and devise creative ways to ensure that professional services are sustained throughout the year• Improve budgeting and day to day financial management; closely monitoring high cost of care of premises and demolitions, exercising caution on all violations in an attempt to amicably resolve all matters prior to spending city funds• Explore state and federal grants for neighborhood abatement and clean-up efforts	<ul style="list-style-type: none">• Utilize in-house grass crew to abate high cost violations and large lots• Implement and identify cost effective measures to reduce expenses• Explore state and federal grants for neighborhood abatement and clean-up efforts

Appendix O: Public Works - Goal Activities

Department Goal	Activities for Next Four Years	Activities for 2015
1) Communicate effectively with those who use our services so they understand the services offered and how to access them	<ul style="list-style-type: none">• Hire a consultant to review current Public Works education programs and make appropriate recommendations to enhance the programs• Continue PSA's and efforts with Shreveport Green and Pratt Industries to educate citizens regarding services• Continue meeting with neighborhood associations to discuss services and solicit feedback• Continue to improve the Public Works web pages and keep them current with information about the services we provide• Continue the use of social media as a means of communicating with those who use Public Works' services	<ul style="list-style-type: none">• Provide PSA's to educate the public regarding our services specific to litter abatement, solid waste pick-up, and recycling• Schedule meetings to discuss the solid waste, bulk collection, recycling, street sweeping, illegal signs in the rights-of-way, litter control and other Public Works services• Keep the Public Works and the city's web pages current with information about the department and the services that we provide• Use vehicle decals to communicate contact information and general services• Effectively utilize social media to communicate with customers

Appendix O: Public Works - Goal Activities (continued)

Department Goal	Activities for Next Four Years	Activities for 2015
<p>2) Provide excellent customer service regarding the maintenance of our streets, drainage system and traffic control as well as the collection of trash, bulk items and recycling</p>	<ul style="list-style-type: none"> • Continue to perform customer service surveys and implement changes to enhance the delivery of services based on customer feedback • Evaluate Cityworks Asset/Work Order system and make changes as necessary to enhance and better manage resources and provide improved customer service • Reevaluate customer services provided and level of services based on customer feedback; develop a plan for proposed changes and funding necessary to implement proposed changes 	<ul style="list-style-type: none"> • Implement the new customer service unit, a four person unit that will serve as the primary contact point for Public Works service requests • Analyze reports from Web QA (work order system) and look for patterns and trends to improve customer service • Hire a consultant to perform a telephone customer satisfaction survey to measure the level of customer satisfaction of users • Implement Cityworks Asset/Work Order system to better manage resources and provide improved customer service

Appendix O: Public Works - Goal Activities (continued)

Department Goal	Activities for Next Four Years	Activities for 2015
3) Manage assets effectively and efficiently	<ul style="list-style-type: none"> • Develop and implement a strategic plan for funding street and drainage improvements, upgrading traffic control system and replacing major equipment • Investigate the feasibility for making Solid Waste an Enterprise Fund and establishing a Solid Waste Fee • Replace \$5 million in aging equipment throughout the department 	<ul style="list-style-type: none"> • Implement the new Arterial Street Sweeping Program using two new street sweepers to clean the arterial streets – major roadways throughout the city’s street system • Add three additional bulk collection trucks to fleet to improve response time on pickup of bulk items. This will result in seven trucks in our fleet to double capacity and reduce response time
4) Develop a comprehensive long-term strategy to finance and maintain all city streets to a level of acceptable compliance	<ul style="list-style-type: none"> • Develop and implement a strategic plan for funding street improvements 	<ul style="list-style-type: none"> • Allocate funds for street improvement projects that are available in the current year budget from 2011 GOB, Streets Special Revenue and Public Works General Operating Fund

Appendix P: Shreveport Area Transit System (SporTran) - Goal Activities

Department Goal	Activities for Next Four Years	Activities for 2015
1) Increase opportunities for people to access safe, public transportation	<ul style="list-style-type: none"> • Increase lighting at night run bus stops with solar panels • Build and operate transit sub-stations • Build and operate an intermodal transit center 	<ul style="list-style-type: none"> • Conduct public forums in Council Districts to discuss public transportation opportunity • Complete a transit development study that identifies system current challenges and areas for improvement and growth
2) Establish a culture of customer service and transit system enhancements that delivers bus services that are responsive to community needs	<ul style="list-style-type: none"> • Install transit vending machines that allow customers remote access to purchasing bus passes and transfers • Install smart card and mobile ticketing validators on all buses that enhances the citizens experience • Add payment options such as debit, credit and PayPal 	<ul style="list-style-type: none"> • Provide user friendly option for bus scheduling and route information • Use passenger counter and schedule performance data to improve headways and reliability

Appendix P: Shreveport Area Transit System (SporTran) - Goal Activities (continued)

Department Goal	Activities for Next Four Years	Activities for 2015
3) Exercise sound financial management and ensure SporTran's long-term sustainability	<ul style="list-style-type: none">• Explore and secure a long-term revenue measure that provides stable funding source• Coordinate with the human service agency to increase revenues for the paratransit brand• Coordinate with universities and colleges in the service area to increase revenues for the fixed route brand• Partner with stakeholders in the community for donations for capital projects	<ul style="list-style-type: none">• Create a program that gives alternatives or right size to maintain overall financial health and to assess the need to reduce, maintain or expand the system• Create a new fare structure

Appendix P: Shreveport Area Transit System (SporTran) - Goal Activities (continued)

Department Goal	Activities for Next Four Years	Activities for 2015
4) Promote robust public transit system that engages our citizens, so they are informed, involved and empowered in their public transit system	<ul style="list-style-type: none">• Create a transit system report on our website that uses innovative ways to report to and inform the public• Add mobile ticketing to the transit app	<ul style="list-style-type: none">• Create a Ridership Committee• Designate two free ride days annually that shows our appreciation for our current riders and attracts non-transit dependent riders• Introduce a new transit app that includes “Where is My Bus Tracking” and “Google Transit Plan My Trip”

Appendix Q: Shreveport Public Assembly and Recreation (SPAR) - Goal Activities

Department Goal	Activities for Next Four Years	Activities for 2015
<p>1) Serve as faithful stewards of the community's natural, cultural and historic resources</p>	<ul style="list-style-type: none"> • Continue development of Shreveport Common to create a cultural neighborhood and encourage economic development in the western edge of downtown in Shreveport • Continue to implement and complete beautification to provide aesthetically-pleasing destinations for citizens and visitors • Incorporate bicycle and pedestrian paths and trails (both paved and natural) in future street and park renovation and construction projects to provide a balanced system of alternative transportation modes 	<ul style="list-style-type: none"> • Continue development of Shreveport Common, finalizing an agreement with KCS Railroad for development of park and small dog park, and demolishing a property at 820 Common Street • Initiate and continue current beautification efforts (Bayou Pierre/Gilbert Ave Walking Trail, Riverview Park, Monkhouse/Hollywood flowerbeds, Fairfield/Common gateway, 12-Mile Bayou/Market gateway) to provide aesthetically-pleasing destinations for citizens and visitors • Participate in Northwest Louisiana Council of Governments transportation planning process to aid in incorporating bicycle and pedestrian paths and trails in future projects

Appendix Q: Shreveport Public Assembly and Recreation (SPAR) - Goal Activities (continued)

Department Goal	Activities for Next Four Years	Activities for 2015
<p>2) Enhance service delivery to our community through innovative programming and services</p>	<ul style="list-style-type: none"> • Revitalize playgrounds and develop annual plan for playgrounds and equipment to provide a balanced system of parks, trails, open spaces and public facilities that are safe, well-maintained, aesthetically-pleasing and accessible to all residents • Continue implementation of systemic equipment replacement plan • Research developing trends and innovations to determine interest level of citizens and capitalize on National Recreation and Parks Association membership • Continue work on 2011 Bond Projects to provide improved facilities 	<ul style="list-style-type: none"> • Develop annual equipment plan including inventory and standards to preserve our investments • Research, evaluate, and implement customer service portals (point of sale, online reservations and payment modules, customer information databases) to centrally manage programs and to enhance the customer experience by providing security and convenience • Continue work on 2011 Bond Projects to provide improved facilities that enhance quality of life for our citizens and visitors

Appendix Q: Shreveport Public Assembly and Recreation (SPAR) - Goal Activities (continued)

Department Goal	Activities for Next Four Years	Activities for 2015
<p>3) Provide the highest standard of excellence through partnerships and collaborations</p>	<ul style="list-style-type: none"> • Develop future and ongoing partnerships utilizing individual partner analysis • Continue process for accreditation with National Recreation and Parks Association to provide superior service and programming. This phase includes consultant selection, internal assessment, Commission for Accreditation evaluation, and submittal of annual report • Secure alternative funding sources for Shreveport Regional Arts Council, Sci-Port: Louisiana's Science Center and the Shreveport Convention Center to ensure continued service of valuable community resources 	<ul style="list-style-type: none"> • Evaluate current partnerships through development of an evaluation mechanism specific to each partner • Submit application of intent for accreditation to National Recreation and Parks Association • Evaluate funding sources for Shreveport Regional Arts Council, Sci-Port: Louisiana's Science Center and the Shreveport Convention Center through development of committee tasked with analyzing viable funding options to evaluate mutually beneficial partnerships

Appendix Q: Shreveport Public Assembly and Recreation (SPAR) - Goal Activities (continued)

Department Goal	Activities for Next Four Years	Activities for 2015
4) Enhance internal and external customer service and public outreach	<ul style="list-style-type: none"> • Develop job training and recruitment program to ensure employees develop skill-set necessary to be successful • Develop succession plan to offer career paths for employees and ensure SPAR maintains high standard of public service • Maintain complete employee roster to enable continued offering of services • Develop customer feedback process and implement survey procedure to obtain input from and to engage citizens • Develop and implement marketing and communication plan to enhance public outreach 	<ul style="list-style-type: none"> • Develop customer feedback process and implement survey procedure to obtain input from and to engage citizens • Develop and implement marketing and communication plan including launching newly designed website to aid in enhancing customer experience • Evaluate and redefine SPAR Advisory Council to ensure SPAR is meeting needs of citizens and providing high standard of public service • Fill current vacant positions to provide expected level of service

Appendix R: Water and Sewer - Goal Activities

Department Goal	Activities for Next Four Years	Activities for 2015
1) Provide, maintain and operate infrastructure in an efficient manner that promotes public confidence while meeting or exceeding regulatory requirements	<ul style="list-style-type: none">• Implement programs necessary for protection and security of the water and sewer infrastructure so that services are provided with minimal interruption• Effectively manage and coordinate the Consent Decree program and related activities with the Department of Engineering and Environmental Services to ensure compliance with Federal mandates while maintaining appropriate cost controls	<ul style="list-style-type: none">• Implement an asset management program that allows ease of access to information, consistency in operations, and accountability for work completed• Implement training programs for employees for job specific needs, general supervision/management, and state mandated operator certification• Implement a Collection System Management and Operation and Maintenance (CMOM) Program per the Consent Decree to include procedures for inventory, asset maintenance, repair and replacement of infrastructure as well as programs for the control and monitoring of Fats, Oils and Greases (FOG) in the collection system• Implement an emergency operations plan for the city's 130 plus sewer lift stations

Appendix R: Water and Sewer - Goal Activities (continued)

Department Goal	Activities for Next Four Years	Activities for 2015
<p>2) Enhance customer service, public outreach and cooperative internal relations</p>	<ul style="list-style-type: none"> • Provide a secure, network for mobile work order and remote infrastructure communications that includes sufficient capacity for all other city departments • Upgrade and expand the Automated Meter Reading System to ensure consistent, accurate billing of water and provide enhanced services for real-time self-monitoring of customer accounts 	<ul style="list-style-type: none"> • Update, amend and maintain Chapter 94 of the Code of Ordinances (Utilities), Department Directives, Rules and Regulations to provide consistency and transparency in the operation of the department • Improve customer service relations through new technology and structural reorganization so responsive, timely communications with customers is achieved • Improve communications and coordination with other departments • Implement programs to communicate to the public on current and planned infrastructure repairs, rehabilitation and replacement with an emphasis on Consent Decree activities and milestones

Appendix R: Water and Sewer - Goal Activities (continued)

Department Goal	Activities for Next Four Years	Activities for 2015
3) Exercise sound financial management	<ul style="list-style-type: none">• Improve budgeting and day to day financial management to better monitor finances and allow for the analysis of financial data to make informed decisions on revenue needs and expenditures• Maintain operating reserve to approximately 90 days of budgeted operation and maintenance costs	<ul style="list-style-type: none">• Implement programs to identify and reduce lost revenue from stolen water, non-payment of bills and general water loss• Increase operating reserve to approximately 90 days of budgeted operation and maintenance costs

Appendix S: Definitions

2011 GO Bond	General Obligation Bonds (\$175 million) that were authorized by voters and issued in 2011 for various infrastructure projects: Proposition One - Water and Sewerage projects (\$92.7 million); Proposition Two – Public Buildings (\$38 million); and Proposition Three – Streets and Drainage (\$44.3 million).
Adjudicated properties	Immovable property on which the property taxes were not paid, and which was not purchased at the subsequent tax sale.
Aero Park	Shreveport Regional Airport's two primary industrial parks are located on the south end of the airport near 70th street and are designated as Aero Park.
Airport Industrial Parks	Nearly 200 acres at Regional Airport are zoned for industrial use. The Airport and City market these properties to companies seeking a location to open a facility. Currently, the ExpressJet hangar is the anchor tenant to the industrial parks.
Annexations	The legal process of incorporating an area of land not currently with the jurisdiction of a local government's governing authority for the purpose of including that area within the government's jurisdiction, expanding its boundaries to include a specific area.
Arterial Street	An arterial is a high-capacity urban road. The primary function of an arterial road is to deliver traffic from collector roads to freeways or expressways, and between urban centers at the highest level of service possible. As such, many arteries feature restrictions on private access.
Asset Management	Managing infrastructure capital assets to minimize the total cost of owning, operating, and maintaining assets at acceptable levels of service. This is typically accomplished through the use of a specialized software program.
Automated Meter Reading System	The technology of automatically collecting consumption, diagnostic, and status data from water meter devices (radio, cellular, or drive by) and transferring that data to a central database for billing, troubleshooting, analyzing and customer use.

Appendix S: Definitions

Baseline	An initial collection of data which serves as a basis for comparison with the subsequently acquired data.
BLS	Basic Life Support. A measure of medical care that requires basic skills (e.g. bandaging, splinting, CPR) and no advanced or invasive care.
Board of Regents	Louisiana state agency that coordinates all public higher education for Louisiana.
Body Cameras	Small cameras police officers attach to their persons to digitally record interactions with citizens.
Brownfield	City's program (funded by EPA) for restoring properties which are environmentally contaminated or perceived as contaminated to productive use.
Bulk Collection	Bulk Collection is the process where large amounts of solid waste beyond the limitations of normal trash collection are scheduled to be collected.
Complete Compliance	Owner has abated the violation without the use of city forces.
Care of Premise	A nuisance which is the condition of any premises which is dangerous or potentially dangerous to the health, safety and welfare of the citizens of the City of Shreveport.
CDBG	The Community Development Block Grant is an annual allocation of CDBG funds through the US Department of Housing and Urban Development (HUD) for a broad range of activities primarily to benefit low-to-moderate income persons and communities.
Choice Neighborhood Transformation Plan	HUD approved Plan, developed through a Choice Neighborhoods Planning Grant awarded to NLCOG and the City. Shreveport's Choice Neighborhood (CN) encompasses 1,736 acres (2.7 square miles) immediately west of downtown Shreveport, containing three sub-neighborhoods (Allendale, Ledbetter Heights, and West Edge) that are perceived as one by the community as emblematic of inner-city disinvestment. The plan strives to make significant improvements to the environment and perception with quality of life efforts.

Appendix S: Definitions

Cityworks Management System	A computer based system which is used to provide management of the City's assets.
CivicPlus	A web development business specializing in "building city and county e-government communication systems.
Civil Rights and Cultural Museum	In partnership with the Northwest Louisiana Civil Rights Coalition, the rich history of the civil rights movement will be celebrated at its future site of the Old Galilee Missionary Baptist Church. It is a multi-phase project connected with the Choice Neighborhood Initiative that will adapt and reuse the Old Galilee Missionary Baptist Church.
Class One Rating	The fire protection rating for Shreveport according to the rating from Property Insurance Association of Louisiana. This is the highest rating possible on a scale of 1-10.
Collection System Management, Operation and Maintenance (CMOM) Program	A plan consisting of information specific to the City of Shreveport's sanitary sewer collection system which provides guidelines and procedures for operation, maintenance, repair and replacement of that system.
Community Policing	A philosophy and organizational strategy that supports the systematic use of partnerships and problem solving techniques to proactively address the immediate conditions that give rise to public safety issues.
Concordia Place	A multi-phase development. Phase II consists of 15-18 additional single-family residences in the Stoner Hill Neighborhood. Phase III will consist of in-fill development on 50 vacant lots that will be used to provide single-family affordable and workforce homes for individuals, families, veterans, seniors and citizens with disabilities.

Appendix S: Definitions

Consent Decree	Contract negotiated by the City of Shreveport, the Department of Justice and the Environmental Protection Agency that requires the City to develop, submit, finalize and implement plans for the continued improvement of the City's sanitary sewer system and meet Federal regulations concerning Sanitary Sewer Overflows.
Coordinated Access Point concept	A point of entry for homeless persons to access all homeless services in our area through a central source using a triage method to determine the intensity and scope of needs. It is an integrated intake of ten agencies that are co-located at the Homeless One Stop.
Crash reports	A report that describes characteristics and detail of a motor vehicle crash by using evidence found at the scene, and by interviewing participants and witnesses. This information is used and analyzed by an investigative officer.
Cross Lake Watershed Management Program	Program for protecting Cross Lake through oversight/management of its tributaries and the land area draining to the lake.
Database application	Applications that organize information internally. The internal organization can affect how quickly and flexibly information is extracted.
Dry/Wet Weather Stream Screening	Testing of water bodies throughout the city as required under the City's DEQ issued storm water permit (DEQ = Louisiana Department of Environmental Quality).
DTN	Shreveport Downtown Airport.

Appendix S: Definitions

DTN Action Plan	Shreveport Downtown Airport Action Plan is a federal and state funded planning document which outlines both short term and long term airport improvements recommended for airport development opportunities, as well as improving safety at Downtown Airport.
EDI	The Economic Development Initiative loan program is the City's Economic Development Program and is an alternative source of capital for Shreveport-based small businesses. The funds can be used for capital improvements and working capital.
Emerging technologies	Technologies just beginning to exist or be noticed that may potentially improve quality and effectiveness of operations.
EMS	Emergency Medical Services. Medical services, provided to the public by the Fire Department that include ambulance transport.
EMT	Emergency Medical Technician. Basic level of medical care delivered by firefighters.
Engineering and Environmental	Refers to the Department of Engineering and Environmental Services which provides for the development of plans and improvements for the City's infrastructure.
Enterprise Fund	Account for operations that are financed and operated in a manner similar to a private business such that the cost of providing goods and services to the general public are financed through user charges.
Environmental docket	A specialized court dealing with environmental issues that impact not only the appearance of city and county, but also the health, safety and welfare of both current and future Shreveport, Caddo Parish, residents.
EOL	End-of-life. A term used with respect to a product supplied to customers, indicating that the product is in the end of its useful life (from the vendor's point of view) and a vendor intends to stop marketing, selling, or sustaining it.
EPA	U. S. Environmental Protection Agency.

Appendix S: Definitions

ESG	The Emergency Solutions Grant is received by state and federal appropriations to fund projects that serve homeless individuals and families with homeless prevention, supportive services, emergency shelter, housing, etc.
Executive Staff	A group of city employees given the responsibility to manage the affairs of the organization and the authority to make decisions. This group is comprised of the department heads and Executive office.
ExpressJet	ExpressJet Airlines is an Atlanta, GA., based airline which provides and flies airliners for many U.S. airlines, including American, Delta and United airlines. The company leases two hangars at Shreveport Regional Airport.
FAA	Federal Aviation Administration.
Farebox	Electronic box into which passengers boarding a bus deposit their fares.
Fatherhood Initiative	An initiative to strengthen families by providing fathers with access to services and training for job stability to better meet the financial needs of their families. It also serves the needs of the formally incarcerated or system individuals exiting the penal system.
FOG	Fats, Oils, and Greases. Wastewater that is discharged to the sewer system which contains fats, oils and greases. These substances are typically found in food service facility wastewater but can be found in residential wastewater if proper cleaning of cooking utensils is not followed.
Fleet	A large group of transportation vehicles operated or owned by a single company. In the case of the police department the term fleet would specifically refer to the 520 units including 428 autos, six boats, two buses, eight motorcycles, 15 trailers, 46 trucks and 15 vans.
FOG Inspections	Inspections of restaurants and other food service facilities for the prevention of discharges of fats, oils and grease to the sanitary sewer system.
General Fund	A budgetary unit used to account for financial resources that provide for most basic city services including fire, police, parks and recreation, and public works .

Appendix S: Definitions

GIS	Geographic Information System is an integrated system of computer hardware and software linking topographic, demographic, utility, facility, image and other resource data that is geographically referenced.
GOB	A General Obligation Bond is a method of borrowing money for capital expenditures where the City pays the bond holders back from dedicated tax revenues. These bonds must be approved by voters for specific purposes.
Google Transit Plan My Trip	A 24/7 web application that allows SporTran passengers to fill in destination information for a future destination and Google will determine the best bus trip using SporTran.
Hands Only Compression CPR	Cardiopulmonary Resuscitation (CPR) - Layperson CPR with chest compressions only and no mouth to mouth contact.
Healthy Foods Initiative	Partnership with LSU Ag Center and the Coalition of Gardeners to provide urban gardens and instructional programs on childhood obesity, gardening, food preparation. The Initiative includes a fresh food market in the MLK area and a full-scale grocery store in the Allendale neighborhood.
Heritage Place	Workforce housing. A botanical garden and water feature will be connected to the historic C.C. Antoine Park to create greenways, blue ways, bike and walking rails, and other park amenities. The park/garden will provide a natural drainage system to retain storm water during storms.
Historic Tax Credits	Federal and State Tax Incentives encourage private sector investment in the rehabilitation and re-use of historic buildings. A 20% income tax credit is available for the rehabilitation of “certified historic structures.” The 10% tax credit is available for the rehabilitation of non-historic buildings placed in service before 1936.
HOME Initiative	This program provides funds to the City of Shreveport to support a wide range of housing activities for low-income people for rent or homeownership. Activities include homeownership assistance, acquisition, new construction and rehabilitation.
Illegal dumping	Any unauthorized disposal of waste on any public or private property.

Appendix S: Definitions

Illegal Signs	Any unauthorized or non-exempt signage posted in the city right-of-way, which includes medians, utility poles, or the area between the curb and sidewalk, is illegal under City Ordinances.
Infrastructure	These are the fundamental facilities and systems serving the city. It typically characterizes technical structures such as roads, bridges, water supply, sewers, and drainage.
Intermodal Transit Center	The primary terminal for public transportation (SporTran) that will include other modes of transportation (Interstate Bus, Rail Shuttles, Taxi, Bike, etc.).
Job Class Specifications	The general job description of a position which details the responsibilities, reporting authority, minimum qualifications required to perform such job.
Leadership Academy I	A six month training program for current and rising leaders within the City. Students are taught leadership, conflict resolution, decision making, excellent customer service, and the full operations of the city.
Leadership Academy II	A four week training program for current supervisors and Leadership Academy I graduates. Students are trained extensively on the operations and process of budget and its approval.
LED	Louisiana Economic Development.
Ledbetter Heights Initiative	A twelve-unit multi-family new construction housing development for extremely low income families located in Ledbetter Heights.
Legacy systems	A legacy system is an old method, technology, computer system, or application program, of, relating to, or being a previous or outdated computer system that should be replaced with an updated system.
Lift Station	A facility that is designed to move wastewater from a lower elevation to a higher elevation, particularly where the elevation of the source is not sufficient for gravity flow and/or when the use of gravity to move the wastewater will result in excessive excavation depths and high sewer pipeline construction costs.

Appendix S: Definitions

Lost Revenue	Revenue that is owed but is not collected because the service (water) was not metered and billed due to theft or general water loss and revenue lost due to non-payment.
LSUS	Louisiana State University Shreveport - a local four-year University located in Shreveport.
Mainframe	Computers used primarily by corporate and governmental organizations for critical applications, bulk data processing, industry and consumer statistics, enterprise resource planning and transaction processing.
Master Drainage Plan	A plan that addresses the current and future drainage needs of the community. The proposed facilities include channels, storm drains, levees, basins, dams, wetlands or any other conveyance capable of economically relieving flooding problems within the plan area.
Mayor's Financial Empowerment Services Initiative	Partnership with Cities for Financial Empowerment Fund (CFE) and Capital One to develop new strategies to address poverty through financial empowerment programs such as financial counseling, access to banking and asset-building opportunities.
Metric	A unit of measurement by which the results of an organizational unit's activities are measured against a goal.
Millennium Studio Housing Development	A mixed-use/mixed-income, urban village that is comprised of 5,000 square feet of retail space, 120 units of mixed-income, 95 market rate units, and 25 low-to-moderate household units.
Mobile ticketing	The processes whereby transit customers can order, pay for, obtain and validate tickets from any location and at any time using mobile phones or other mobile handsets.
NeoGov	The market and technology leader in on demand human resources software for the public sector. The software automates the entire hiring, onboarding and performance evaluation process. The City utilizes the system for tracking, screening and hiring new applicants.
Network Infrastructure	Network infrastructure refers to the hardware and software resources of an entire network that enable network connectivity, communication, operations and management of an enterprise network.

Appendix S: Definitions

Network systems	System(s) of some kind that is oriented to computer networking. It enables the server(s) to manage data, users, groups, security, applications and other networking functions. It is designed to allow shared file and printer access among multiple computers in a network.
New World	New World is a financial and accounting software package used by the City.
NFPA	National Fire Protection Association.
NLCOG	Northwest Council of Governments is an intergovernmental association of local governments and is the designated Metropolitan Planning Organization for transportation planning in the region.
NNO	National Night Out is an annual community building campaign that promotes police/community partnerships and neighborhood camaraderie by holding block parties, festivals, parades, cookouts and various community events with safety demonstrations from emergency personnel.
Noise Study/Land Reuse Plan	A federal and state funded planning study which identifies the levels of noise produced by aircraft at the Regional Airport. The study will also propose land uses for properties owned by the Airport which were purchased in noise affected areas near the airport.
Novell	The primary focus of the company is on developing software for enterprise clients, such as the City of Shreveport. Novell technology contributed to the emergence of local area networks.
NRPA	National Recreation and Parks Association is the leading non-profit organization dedicated to the advancement of public parks, recreation and conservation.
NWLA	Northwest Louisiana Technical College, a local technical college training students in the area of the trades.
Olive Grove Apartments	A multi-family, senior housing development to be constructed in the Cedar Grove neighborhood, consisting of 50 income-restricted units.
OPEB	Other Post-Employment Benefits; Benefits offered to retirees of the City, such as Health and Life Insurance, to which the City contributes part of the cost.

Appendix S: Definitions

Paratransit	Special transportation services for people with disabilities that provides a supplement to our normal public transit bus systems.
Part I Crime	The Uniform Crime Reporting (UCR) Program divides offenses into two groups, Part I and Part II crimes. Part I offenses are: Criminal homicide, Forcible rape, Robbery, Aggravated assault, Burglary, Larceny, Motor vehicle theft, Arson.
PayPal	An electronic commerce (e-commerce) company that facilitates payments between parties through online funds transfers. PayPal allows customers to establish an account on its website, which is connected to a user's credit card or checking account.
PCI	The Pavement Condition Index (PCI) is a numerical index between 0 and 100 which is used to indicate the general condition of a pavement.
Primp the Porch	A façade improvement project that will focus on improving and awarding the best curb appeal, front yards and beautification of the porches in highly distressed neighborhoods.
Property Standards Task Force	Provides recommendations related to Property Standards and Maintenance of City Residential Properties.
PSA	Public service announcements are messages in the public interest disseminated by the media without charge, with the objective of raising awareness, changing public attitudes and behavior towards a social issue.
RASA	The Ark La Tex Regional Air Service Alliance is a 501©4 non-profit organization comprised of a multi parish and organization board of directors. The organization's purpose is to be able to provide funding for airline service development opportunities at Shreveport Regional Airport.
Reserve	A budgetary reserve amount of fund set aside for emergencies or unforeseen expenditures undedicated for a specific purpose.

Appendix S: Definitions

Ridership Committee	A diverse group of riders, advocates, and SporTran employees. Committee addresses issues that come to attention through a variety of means, and provide recommendations to SporTran that communicate the needs and concerns of all riders.
Right-of-Way	Right of Way is a type of easement granted or reserved over the land for transportation purposes, this can be for a highway, public footpath, railway, canal, as well as electrical transmission lines, oil and gas pipelines.
SAFER	Staffing for Adequate Fire And Emergency Response, a grant program.
SBA	The Small Business Administration is a federal agency that seeks to aid, counsel, assist, and protect the interests of small business and entrepreneurs by providing support services, loans, grants, contracts, and subcontracts for small businesses.
SCBA	Self-Contained Breathing Apparatus: the air unit (pack) that firefighters use to breath when fighting fires.
Servant leadership	The philosophy of a leader that is a servant first; a concept and set of practices that approaches leadership from the perspective of service, enriching the lives of individuals and bettering organizations in a caring manner.
Shreveport-Caddo 2030 Master Plan	The first comprehensive master plan since 1957 that addresses the long-term physical development of the city and serves as a principal guide for improvements in quality of life. A copy of the plan can be downloaded from the city's Metropolitan Planning Commission webpage .
Shreveport Common	A newly named historic, nine block area at the western edge of downtown bounded by Milam Street, Louisiana Avenue, Austen Place and the Railroad Tracks at Common Street.
SHV	Shreveport Regional Airport.

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SHV Master Plan	Shreveport Regional Airport Master Plan is a federal and state funded planning document which outlines both short term and long term airport improvements recommended for airport development opportunities, as well as improving safety at Regional Airport.
Smart Card	An automated fare collection process that allows passenger to use their debit or credit card to load fare for use on bus. SporTran smart card main purpose is to collect revenue.
S/MBE	Small and Minority Owned Business Enterprise.
Social Media	Websites and other online means of communication that are used by large groups of people to share information and to develop social and professional contacts, specifically the department's official Facebook, Twitter and Instagram pages.
Solid Waste	Solid Waste is commonly known as trash or garbage is a waste type consisting of everyday items that are discarded by the public.
SPAR Advisory Council	Serves as an advisory group between community patrons and respective SPAR recreation centers/parks.
SPAR	Shreveport Public Assembly and Recreation is responsible for maintenance, appearance and operation of city properties. SPAR operates many special event facilities and is responsible for programming, scheduling, equipment facilitation, site preparation, set up and clean up.
SPRINT	Single Paramedic Response Non-Transport.
SRAC	Shreveport Regional Arts Council was founded in 1976 as the official Arts arm of the City of Shreveport, SRAC's mission is to develop, nurture, produce and present, promote, engage and educate the citizens of Northwest Louisiana about the Arts, thereby maximizing access to the Arts.
SSO	Sanitary Sewer Overflow. An overflow, spill, diversion or release of untreated wastewater from the sewer system into the environment.

Appendix S: Definitions

Station 14	Shreveport fire station located at 3830 Greenwood Road.
Station 17	Shreveport fire station located at 2890 Southland Park Drive.
Street Sweeping	A process whereby a machine cleans streets, usually in an urban area.
SUSLA	Southern University - Shreveport LA, a local University.
Syncromatics	SporTran automatic vehicles locator and real time tracking provider.
Transit App	An electronic application available on smart devices that provides all the information SporTran riders need for the route, such as arrival time for a specific bus and names of each bus stop on the route, and even the number of stops for a specific bus ride.
Transit Development Study	Identify transit service needs, prioritize improvements and determine the resources required for implementing modified or new service. The plan also provides a foundation for funding.
Transit Substations	A transit station located in communities for passengers to exchange between vehicles.
Triage	Assignment of degree of urgency to wounds and illnesses to determine order of treatment for a large number of patients.
TSS Readings	Total Suspended Solids readings per permit requirements.
United Health Care	City's health and medical provider.
UPL	Upper Payment Limit. Federal limit payment of fee for service reimbursement for medical providers ER- Emergency Room.
Vacancy rate	Measures the organization's number of unfilled positions resulting from employee turnover and creation of new positions.

Appendix S: Definitions

Virtualization	The creation of a PC or Server machine that acts like a real computer with an operating system.
VOIP	Voice over IP (VoIP) is a methodology and group of technologies for the delivery of voice communications and multimedia sessions over Internet Protocol (IP) networks.
VPN	A virtual private network (VPN) extends a private network across a public network, such as the Internet. It enables a computer or network enabled device to send and receive data across shared or public networks as if it were directly connected to the private network.
WBE	Women Owned Business Enterprise.
Web QA	WebQA is a leading provider of SaaS customer service systems, work management tools and interactive microsite technologies.
Where is My Bus Tracking	GPS devices located on each bus that reports bus location data (and more) back to our servers. We can then, in real time, show our passengers where buses are on a map and estimate when they will arrive at a stop.
Windows Server 2003/R2	A server operating system produced by Microsoft, released on April 24, 2003 and Microsoft will end support in July, 2015.
Windows XP and 7	Personal computer operating systems developed by Microsoft.

City of Shreveport 2015-2018 Strategic Planning Team

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